

Thailand AERA Quarterly Activities Report #13
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Accelerating Economic Recovery in Asia (AERA)
A US Government Funded Program
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Executive Summary

Business Advisory Center

The Business Advisory Center this quarter began to change its strategic consulting focus in year four to prepare for a decline in USAID funding support and to sustain its operations after the AERA project ends in September 2005. Training is emphasized to strengthen the capabilities of in-house consultants. Project emphasis is moving towards projects with prospects for continued funding from the Thai government, such as the "Invigorating Thai Business" project (to be wrapped up in mid-January), and the "New Entrepreneurs Creation" project (to finished by the end of February) and towards consulting projects whose costs can be more fully covered by the recipients. To accomplish the latter, the BAC is working to deepen the experience of BAC consultants and develop new consulting "products" that have value in the consulting market.. New products such as "International Marketing" that utilizes consultants' field experience and US linkages to help Thai SMEs export their products are being packaged for formal offering later in 2003.

The government's emphasis on SME assistance through various subsidized projects has had an adverse effect on the attractiveness of the BAC program, which must be at least partly cost-shared by the client. The BAC therefore joined forces with various government institutions to assist SMEs through these projects. The intensive nature of these consulting projects has however reduced resources available for seminar organization and thus only one workshop was organized this quarter.

Business Support Organization Partnerships

From October to December, three BSOP activities were conducted to initiate and build linkages between US and Thai organizations. The Working Group Committee approved two proposals this quarter and the plan to assist the the Office of the Auditor General (OAG) to develop and implement the Strategic Framework and Operational Plan was approved. Two BSOP projects were completed during this quarter: Quality Assurance Review and Upgrading the Capability of Accounting Instructors. Ongoing activities include Capacity Building for Dispute Resolution, Judicial Reform, Thai Bond Market Development, Building Capacity and Professional Standards for Property Valuation in Thailand and the Regulatory Dialogue Program.

Bank Training Program

KIAsia, the Thai Institute of Banking and Finance Association (TIBFA), and NTU/Thailand in cooperation with the state banks led by the Bank for Agriculture and Agricultural Cooperatives (BAAC) co-organized a distance training program entitled "The New Bank Professionals Development Network". The training program was very well received and over 18,000 banking staff participated the program.



Education

Agreements between the Kenan Institute Asia, Thailand's Ministry of Education and Honolulu Community College were signed to support the East-West Community College Project, a five-day training for Thai community college administrators in Hawaii. The Mae Fah Luang University Project selected Oregon State University to assist MFLU in setting up an English language institute and train its faculty members. A course was specially designed for Mattayom 4 students who are weak in English under the English through Entertainment Program. A teacher's manual, videotapes and cassette tapes have been developed to help the teacher to foster a good attitude towards learning the language by providing a more interesting and fun approach.

Border Action Against Malaria

During this quarter, major activities implemented under the BAAM Project included:

- *In vitro* sensitivity monitoring and *in vivo* study of therapeutic efficacy of the currently used front line antimalarial drugs in 9 border provinces under the malaria sentinel surveillance drug resistance network initiative.
- Implementation of research on developing dye particle-linked monoclonal antibodies and of research for cloning and expression enzymes from *P. falciparum*;
- Workshops in Mae Hong Son and Tak Provinces on multi-sectoral support to enable implementation of community-generated malaria control projects and on project-based learning on malaria for early primary grades;
- Multi-sectoral coordination meetings and initial teacher training for expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Sub-project;
- BAAM's school-based approach to community action against malaria was presented at the UNESCO Sub-regional Workshop on Comprehensive School Health and Nutrition in Chiang Mai, Thailand in October and to the EC Mekong Malaria Symposium on Practical Issues for Malaria Control in the Mekong Region in Siem Reap, Cambodia in December;

The Asia Foundation Promoting Good Governance Project

The majority of project activities have been completed or are in their final phase with the exception of two training projects, one focusing on the development of human rights monitors and the second promoting the development of multi-disciplinary teams to combat trafficking in persons. The Foundation is currently drafting the terms of reference for a contractor to evaluate the project prior to the formal end of the cooperative agreement on May 31, 2003.

Thailand Competitiveness Initiative

The TCI as a team effort between the Kenan Institute Asia and J.E. Austin Associates, was launched in this quarter. It expands on earlier work done by both organizations. The objective



is to help enhance Thailand's competitiveness by providing facilitation, strategy formation, bench-marking and market analysis services to pilot industry clusters. This will be a test of a methodology used successfully by USAID elsewhere and is expected to provide a useful model to the Thai government and private sector.

An opening workshop and roundtable was carried out that attracted more than 60 participants. US Ambassador Darryl Johnson articulated the reasons that the US government is helping developing countries improve their competitiveness, saying that this would reduce inequalities and tensions, support high standards of living and accelerate global economic development through greater productivity.

The TCI team engaged the National Competitiveness Committee, providing training and information to its secretariat (comprised of officials from the National Economic and Social Development Board. The team also brought in a senior expert from the US National Competitiveness Policy Council to make presentations to Committee members. This was well-received and the expert was invited to make his presentation to a full meeting of the committee to be chaired by the prime minister in January.

At the same time cluster formation and facilitation activities proceeded. The multi-media and computer graphics cluster in Bangkok is most advanced and undertook a variety of activities, including formation of new associations and achievement of quality certification. The vegetable cluster in western Thailand also conducted several activities and plans more for the next quarter. Other clusters beginning activities included handicrafts in Udon Thani province, tourism in Phuket, gems in Chantaburi and small manufacturing for export in Chiang Mai.



Project Reports

Business Advisory Center (BAC)

The Business Advisory Center began to change its strategic consulting focus in year four to prepare for a decline in USAID funding support and sustain its operations after the AERA project ends in September 2005. Training is emphasized to strengthen the capabilities of in-house consultants. Project focus will gradually move away from heavily subsidized consulting assistance. Government related projects such as the "Invigorating Thai Business" project (to be wrapped up in mid-January), and the "New Entrepreneurs Creation" project (to finish by the end of February) to deepen the experience of BAC consultants. New products such as "International Marketing" that utilizes consultants' field experience and US linkages to help Thai SMEs export their products are being packaged for formal offering in 2003.

The number of subsidized volunteer expert projects has decreased from over 10 projects last quarter to approximately five this quarter. The government's emphasis on SME assistance through various subsidized projects has had an adverse effect on the attractiveness of the BAC program. The BAC joined forces with various government institutions to assist SMEs through these projects. The intensive nature of these consulting projects has however reduced resources available for seminar organization and thus only one workshop was organized this quarter.

SME Assistance Projects

Volunteer expert Pamella Ellsworth from CDC spent two weeks in early October with a garment manufacturer to provide assistance in a variety of marketing areas. Primary focus areas involved developing a new brochure and selecting strategic trade shows to attend. A new brochure format was selected and the text was improved to attract potential buyers. Two trade shows were selected to meet new buyers. Strategic marketing decisions for handling increased sales and taking advantage of potential future opportunities the future were also discussed.

Volunteer expert David Solow from IESC worked with a citric acid manufacturer from October 14 to November 8 to help reduce costs through more efficient production of citric acid. Citric acid is widely used in the food, medicine, detergent, and cosmetic industries. The company is currently running at full capacity and intense competition has eroded profit margins. The company thus sought outside expertise to cut its processing costs. Mr. Solow's assistance concentrated on improving the yield of citric acid from fermentation of tapioca. He also managed to help the company shorten the fermentation time and thus reduced energy consumption and cut costs.

Volunteer expert David Wagner from CDC worked with a rubber woodenware manufacturer in Chacheongsao province during the first three weeks in November to help them formulate a marketing strategy to enter the US market. Mr. Wagner provided US market data, recommended appropriate strategies for approaching US distributors, formulated an export marketing plan for the US market and designed an implementation plan for export strategy.

A volunteer expert team comprised of Kenneth and Judie Kesson from IESC was in Chiangmai province for almost six weeks from November 12 through December 20 to help a



manufacturer improve marketing of their leather products. The couple concentrated their effort on developing a practical marketing plan to expand both the domestic and export markets. They also utilized their time with the company to transfer their extensive expertise and know-how on how to approach and market their products in the US market.

International Marketing Workshops

Two small workshops on exporting to developed markets were organized on October 24 and 28. These workshops were designed for companies that would like to begin exporting to advanced markets or improve their current sales and marketing in those markets. Volunteer Expert David Wagner worked with small groups of approximately 15 SME participants in order to address issues specific to each participant. He covered topics on Market Development on the first day of the workshop including: advanced market characteristics, industry analysis, target market customer and retailer profiles, major competitors and participants, market segmentation and demographics, market share objectives and marketing strategies, export policies and procedures, and forms and implementation. The second day covered New Product Development for the US Market involving Product offering, Product uniqueness & Product discretion, Competitive comparisons research and development, Patents and trademarks, Marketing strategy, Creating and maintaining customers, Product pricing strategies, Product positioning, Sales and distribution plan and Promotional strategies. Mr. Wagner has over 30 years experience in the House Wares Industry, including founding and leading the 6th largest manufacturer, importer and exporter of housewares in the United States.

SIFC's "New Entrepreneurs Creation" Project

The Small Industry Finance Corporation (SIFC) initiated the New Entrepreneurs Creation (NEC) project to train owners and/or business inheritors of 1,238 businesses to learn how to analyze prospects of their businesses, formulate competitive strategies and develop practical business plans. The project aims to assist participating business owners to plan for smooth transition of the management of their companies or to venture into new business opportunities, receive financial support from the SIFC or other financial institutions and ultimately to maintain or increase employment to ease the country's unemployment problem.

The Business Advisory Center has been contracted by the SIFC to work with a number of these companies to assist them in analyzing their businesses, developing business plans and presenting business plans to financial institutions. The BAC is assisting 11 small and medium sized companies in Bangkok, Chacheongsao, Nakornsawan, Ratchaburi, Lopburi and Samutprakarn. The project is expected to take until February 2003 to complete.

Labor Standards Advisory Services

In an effort to support the implementation of voluntary labor standards, the Labor Standards Advisory Service (LSAS) continues to conduct audits contracted by the Fair Labor Association (FLA) in the apparel and footwear industry. KIA Asia is pleased to announce FLA accreditation for China and plans to actively pursue work in 2003. In addition, the LSAS developed a factory training program for a joint project with the Thai Ministry of Labour and Social Welfare and will initiate activities in Early 2003.



Business Advisory Center Indicator Table #1

Intermediate Objective 1 Bank and Business Activity Restarted

Indicators	Total number of SMEs receiving AERA consulting assistance Increase in gross revenue
Unit of Measure	Number of firms assisted Average percentage change in gross revenue on the part of assisted firms.
Source	Company records and company reports to BAC
Indicator Description	Current GDP growth projections for Thailand are in the 2.5% range. SMEs receiving AERA assistance are expected to perform at least twice as well and a target of 5% growth in total revenue has been set. One year after assistance, firms' revenue for the most recent quarter will be compared to the same quarter the previous year.

Year	Target # of Assisted SMEs Cumulative	Actual # of Assisted SMEs Cumulative	Actual Average % Increase
2000	20	116*	31% ¹
2001	120	165	40% ²
2002	220	193	43% ³
2003	320		
2004	410		
2005	500		

* Including 40 for 1999

- ¹ : 10 projects out of 32 respondents reported sales increase
16 projects reported no change in sales
3 projects reported sales decrease
3 projects did not reveal sales data
- ² : 2 projects out of 5 respondents reported sales increase
2 projects reported no change in sales
1 project did not reveal sales data
- ³ : 16 projects out of 37 respondents reported sales increase
15 projects reported no change in sales
2 project reported sales decrease
4 projects did not reveal sales data



BAC Indicator table #2

Intermediate Objective 1 Restart Bank and Business Activity

Indicator	Business plans or elements of business plans in use by SMEs receiving AERA assistance.
Unit of Measure	Percentage of SMEs with current business planning.
Source	Company follow-up reviews by BAC.
Indicator Description	Each SME receiving assistance will be encouraged where appropriate to use business planning methodologies. The percentage of firms that continue to maintain that planning one year after assistance is projected at 50%.

Year	Target	Actual
1999	0	Baseline - 0
2000	50%	100% *
2001	50%	100% *
2002	50%	95% **
2003	50%	
2004	50%	
2005	50%	

* All of the 32 and 5 responded projects in year 2000 and 2001 respectively either have business plans newly created or have existing plans in place

** 19 of 20 respondents have business plans in place and 1 does not



Business Support Organizations Partnership Program

The BSOP aims to develop mutually beneficial, sustainable partnerships between US and Thai business support organizations in order to strengthen the regulatory and competitive environment, business standards, and good governance practices for the Thai private sector.

The BSOP has been concentrating on projects that develop and promote good governance, transparency, business structural reform, ethics, deepening of financial reform, and international competitiveness.

1. Activities to initiate and build linkage between US and Thai organizations.

During October to December, three activities were conducted to initiate and build linkages between US and Thai organizations.

A **Forum on Thailand's intellectual property rights** organized by KIAAsia was held to discuss IPR trends and needs to build capacity to better utilize IPR in Thailand. Outcomes from the forum included recognition of the need to support activities to encourage better use of existing IP law, build awareness in the Thai private sector, protect inventor's rights, and create public awareness to promote IP rights protection.

A **Videoconference on the Malcolm Baldrige National Quality Award** was held between the Thailand Productivity Institute (TPI), the administrator of the Thailand Quality Award, and a senior Kenan-Flagler professor. US practices and lessons-learned as assessor and judge for the Malcolm Baldrige National Quality Award in the United States and New Zealand were shared with the TPI to assist them in organizing the TQA which is modeled after the Baldrige Award.

Intellectual Property Law Symposium. This activity is part of joint effort between KIAAsia and the Central Intellectual Property and International Trade Court to educate key stakeholders on IPR issues. With USAID support, Thailand's Central Intellectual Property and International Trade Court organized the "5th Annual Symposium on Intellectual Property Law: New Dimension in Present and Future" held between December 2 - 3, 2002. Over 200 participants associated with intellectual property rights attended the conference. Mr. Win Dayton, First Secretary, Economic Affairs, US Embassy in Thailand, shared US experiences with the Thai participants.

2. Projects Approved for Funding

The Working Group Committee approved two proposals this quarter:

- 1) Under the BSOP program, one large grant BSOP project was approved by the KIAAsia Working Group Committee for US \$21,197. Since the beginning of the BSOP program in October 1999, a total of twenty-nine large and small partnership projects have been approved and implemented. Two large grant projects were



successfully completed in this quarter. In total, ten large grant projects were completed and nineteen partnership projects are underway.

- 2) Under the USAID-funded Regulatory Dialogue program, one large grant project of Thai Council of State (CoS) and Vietnam Office of the National Assembly was approved by the KIA Asia Working Group Committee for US \$21,237.

New Large Grant Projects Approved:

Capacity building for The Office of the Auditor General (OAG) in developing and implementing of the Strategic Framework and Operational Plan (US \$21,197).

The United States General Accounting Office (U.S. GAO) continues to keep in contact with their Thai partner, the Office of the Auditor General (OAG). This is the third year the two organizations plan to collaborate. The U.S. GAO and the Office of Inspector General, Department of Transportation (OIG/DOT) facilitate access to US experiences and information on devising strategic frameworks and operational plans. Project components included:

- 1) Visiting Program: Three OAG officials and one Thai expert will visit U.S. organizations, including the GAO, OIG, the Maryland State Audit Office, and U.S. Congress for one week to learn from the U.S. experiences in developing and implementing their strategic framework and operational plans.
- 2) Developing the OAG's Strategic Framework and Operational Plan – OAG will set up a team of Thai experts to work closely with the OAG Strategic Framework Working Group to develop and implement the strategic framework and operational plan. Two three-day strategic framework workshops will be delivered for OAG management to brainstorm and discuss the development and implementation of the strategic framework and operational plan. OIG/DOT will identify expert assistance to help OAG review the first draft. A U.S. expert from OIG/DOT will join the Thai expert team to conduct the second strategic workshop.

Regional Dialogue on Public Participation in Government Decision Making (US \$21,237)

Transparent, informed and accountable decision-making at the legislative and agency levels is critical for sustainable economic growth. In recent years, Southeast Asian countries have been undergoing legal and institutional reforms to strengthen governance systems and enable more effective public involvement in the legislative process and in agency decision-making. While each country has constitutional provisions protecting rights to information and participation, much work remains in developing implementing laws and regulations that define specific participatory procedures.

The Thai Council of State is presently drafting a new Public Participation Law that introduces public participation methods and practices in forms that are relatively unknown and untested in Thailand. Under the new law, government agencies will be required to implement a wide range of possible methods, including public meetings, focus groups, workshops, etc.



Likewise, in Vietnam, the 1996 Law on the Promulgation of Legal Documents codifies public participation to enable the public to review and comment on legal documents in draft form. Current consultative mechanisms include the consultation of target groups, large-scale consultations, comments by the public, and public feedback on already promulgated legal documents.

PADCO, KIAAsia and TAF will facilitate linkages between Vietnam and Thailand on public participation related to their on-going efforts to develop new legal frameworks, and in addition will launch a regional forum on public participation. Activities will include: (1) focused exchange between Vietnam and Thailand, and (2) a linked regional seminar in Bangkok. Participants will include legislators, agency officials and civil society leaders from Indonesia, Philippines, Thailand and Vietnam.

3. Projects completed during this quarter:

Quality Assurance Review Project

An internal audit quality assessment and implementation of the Quality Assurance Review concept for Krung Thai Bank Public Co., Ltd. was completed by the US Institute of Internal Auditors (IIA) in October 2002. QAR is an internal auditing approach developed by IIA and piloted for the first time in Thailand with KTB. The objective of the QAR process is to improve internal auditing governance practices and to identify ways to significantly reduce traditional audit tasks.

Following the QAR program, the IIA expert delivered a QAR train-the-trainer program on November 2-4, 2002 to fifteen participants from IIAT, universities and government supervisory bodies including the Bank of Thailand, the Stock Exchange of Thailand, the Securities Exchange Commission, and leading state enterprises. In addition, a supplementary two-hour meeting session was arranged for 20 representatives from state enterprises and government organizations to attend an introductory session on QAR concept and services.

Upgrading the capability of Accounting Instructors.

The project of developing accounting instructional aids, started in 2000 was completed in December 2002. The Institute of Certified Accountants and Auditors of Thailand (ICAAT) presented customized teaching aides, including CD-ROMs, transparencies, and teachers' manuals, to 400 Thai accounting instructors from throughout Thailand. The teaching materials were developed by ICAAT, with technical support from Michigan State University and various Thai experts. ICATT completed workshop to train professors and lecturers from 147 educational institutions, primarily outside of Bangkok, on how to use the materials. Those institutions include regional universities, Rajabhat and Rajamongkala institutes, and vocational and technical colleges.

4. Ongoing Activities:

Capacity Building for Dispute Resolution Project.



US experts help build capacity in dispute resolution for Thai Courts

Four US experts from the Federal Judicial Center (FJC) led by the Honorable Fern M. Smith, FJC Director, delivered a series of seminars on case management, alternative dispute resolution (ADR), and testimony digital audio recording for Thai judges, lawyers, and academics. The seminars were held from September 19-23 as part of the "Capacity Building for Dispute Resolution Project," a partnership program between Thailand's Office of the Judiciary and the US Federal Judicial Center. Judge Smith also provided expert advice to Thailand's Council of State on class action law and to the Administrative Court on administrative contracts.

Judicial Reform Project

US Ambassador highlights legislative and judicial reform projects managed by KIAAsia

On September 10, H.E. Mr. Darryl N. Johnson, US Ambassador to Thailand, hosted a reception in honor of Thailand's legislative and judicial reform programs managed by KIAAsia with support from US Agency for International Development (USAID) on the occasion of the visit of experts from the US Federal Judicial Center (FJC) to Bangkok. KIAAsia Chairman, Mr. Anand Panyarachun and FJC Director Judge Fern M. Smith spoke about the importance of an effective court system in national development. In addition to the FJC representatives, senior members of the American Bankruptcy Institute and the American Bar Association also joined the reception. H.E. Mr. Chaturon Chaisang, Minister of Justice, and senior judges from the Supreme Court, Office of Judiciary, Administrative Court, Central Intellectual Property and International Trade Court represented the Thai side. KIAAsia is currently working with its Thai and US partners to implement nine legislative and judicial reform projects focusing on alternative dispute resolution, case management, intellectual property rights, bankruptcy, secured transactions law, class action law, and administrative contracts.

Thai Bond Market Development

Vice President of the US Bond Market Association shares US lessons-learned on securitization

On September 23, Mr. Michael Decker, Vice President, Research and Policy Analysis of the US Bond Market Association (TBMA), traveled to Bangkok to speak at a securitization seminar organized by the Thai Bond Dealing Centre (ThaiBDC). The seminar, attended by 250 participants from asset management corporations, secondary mortgage corporations, financial institutions, and companies with large pools of assets, provided fundamental knowledge and understanding of securitization to potential issuers and related market participants in an effort to promote securitization in Thailand.

Mr. Decker also conducted a roundtable discussion on market conventions with Thai regulators and key organizations related to the Thai Bond Market. He shared US experiences in setting up market conventions for issuing and trading Securitization products. The roundtable discussion was hosted by Thailand's Security Exchange Commission. Both activities are part of the Bond Market Development project, a partnership program between ThaiBDC and TBMA.

Building Capacity and Professional Standards for Property Valuation in Thailand

Thailand's SEC discusses valuation standards with US experts via video conference

On September 26, KIAAsia hosted a videoconference between Thailand's Securities and Exchange Commission (SEC) and the US Appraisal Foundation (TAF) to discuss the development of property valuation standards in Thailand. The videoconference was part of the "Building Capacity and Professional Standards for Property Valuation in Thailand" project. The project, which began in December 2001, allows US and Thai property valuation experts to collaborate on drafting Thai valuation standards in close coordination with the SEC. The videoconference was held at the KIAAsia headquarters at the Queen Sirikit National Convention Center in Bangkok.

Public seminar on standards for property valuation in Thailand

On December 17, the Securities and Exchange Commission (SEC) and The Appraisal Foundation in the US (TAF) hosted a seminar entitled "The Appraisal Foundation's Perspectives on Property Valuation Standard in Thailand" in Bangkok. Mr. James R. Park, Director of Research and Technical Issues gave an overview of property valuation practices and regulatory and enforcement system in the US. Mr. Carl Schultz, Jr., TAF consultant, presented key issues regarding property valuation standards from international models for Thailand's consideration. 120 participants from the property valuation industry, banks, and the government sector attended this seminar. Development of an internationally accepted Thai standard will provide supervisory and regulatory bodies industry guidelines for good practices. The ultimate goal is to increase user reliability in valuation for the financial and real estate sectors.

Regulatory Dialogue Program

BSOP works with PADCO, a legal consultant managing the USAID-funded Regulatory Dialogue program on the following projects:

Developing a Thai Class Action Law Project.

Videoconference held to initiate partnership between Thai and US organizations.

The first videoconference on class action law development was held in late September to initiate linkages between Thai and US organizations associated with the development of a Thai class action law. Forty Thai legal practitioners, moderated by Judge Vichai Ariyanuntaka, Central Intellectual Property and International Trade Court, attended the videoconference held at the US Embassy in Bangkok. From Washington DC, four experts from the American Bar Association, George Washington University, and Lieff, Cabraser, Heimann & Bernstein, LLP, participated on the US side. This videoconference provided an opportunity for the US and Thai counterparts to share their experiences and exchange information on class action law. The videoconference is part of the partnership project between Thailand's Council of State and the American Bar Association. The Council of State is leading an effort to develop a Thai class action law.



The second Thai class action law videoconference discusses US case studies

On November 20, the second videoconference session was held to discuss US case studies and issues related to class action law. Fifty participants, including senior judges and legal practitioners, attended the videoconference held at the US Embassy in Bangkok. Four US experts involved in the previous videoconference, led by Judge J. Frederick Motz from District Court of Maryland, joined the session from Washington, D.C. This videoconference provided an opportunity for the US and Thai counterparts to share their experiences and exchange information on class action law, which is being developed in Thailand by the Council of State.

Vietnam Supreme People's Court Judges Visit Thailand

With support the USAID support, eight delegates from Vietnam Supreme People's Court (SPC) traveled to Bangkok to visit Thailand's courts, government agencies, and law firms involved with intellectual property rights between December 10 - 18, 2002. During the SPC delegation's visitation to Bangkok, KIA Asia in collaboration with Thailand's Central Intellectual Property and International Trade Court held a round-table discussion to share Thailand's experiences in handling IPR disputes with the SPC delegation. This activity is a joint program between the Vietnam STAR program and AERA's Regulatory Dialogue Program to assist the Vietnamese government in establishing a specialized bench or court to handle IPR disputes.

Business Support Organization Partnerships Indicator Tables

Intermediate Objective 1 Corporate and Financial Governance Improved

Indicator	Policies, systems, or procedures adopted by participating partner organizations
Unit of Measure	Number of participating organizations implementing policies, systems, or procedures introduced or strengthened through the partnership fostered by the BSOP

Year	Expected Measures Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	7	17
2002	10	23
2003*	15	25
2004	20	
2005	25	

*Q1 of Year 2003 (October – December): additional 2 policies/system changed

- 1) Krung Thai Banks Plc. utilizes Quality Assurance Review concept to their operational.
- 2) ICATT has launched accounting teaching kits nationwide. Accounting teaching curriculum was developed with technical assistance from Michigan State University's professor.

Intermediate Objective 2 Financial and Corporate Governance Improved

Indicator	The number of long-term partnerships initiated and
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maintained

Unit of Measure Number of partnerships

Year	Expected Partnerships Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	4	16
2002	8	22
2003*	12	23
2004	10	
2005	8	

*Q1 of Year 2003 (October – December 02): one additional partnership with The Institute of Internal Auditors.

Projects which partnerships are no longer existed were TRIS (one time consultant for technical assistance) and Institute for Management and Education for Thailand Foundation (IMET) (project ended).



Bank Training Program

KIAsia, the Thai Institute of Banking and Finance Association (TIBFA), and NTU/Thailand in cooperation with the state banks led by the Bank for Agriculture and Agricultural Cooperatives (BAAC) co-organized a distance training program entitled “The New Bank Professionals Development Network”. Other institutions joining the project included the Government Savings Bank, the Government Housing Bank, the Krung Thai Bank, and the Small Industry Finance Corporation. The training program aimed to educate managers and staff of these institutions, particularly in province branches, to enhance their knowledge and skills in order to operate more efficiently and effectively. Training topics included risk management, legal issues for bank professionals, internal auditing, developing sales and customer relations, assets and liabilities management, and economics issues for bank professionals.

Program delivery is via satellite broadcasts to more than 100 receiving sites of NTU/Thailand and BAAC throughout the country. This efficient training approach requiring less time and travel expense allows participants in provincial areas to attend the class at the same time without leaving their work sites. The training program was very well received and over 18,000 banking staff participated the program. The average number of participants per course increased to 3,000 from the 2,000 previously expected. Overall evaluation by trainees indicated satisfaction with the course content, the instructors, and the training schedule.

Indicator tables for Bank Training Program

Intermediate Objective 2 Corporate and Financial Governance Improved

Indicator	Policies, systems, or procedures adopted by the participating banks
Unit of Measure	Number of participating banks implementing new policies, systems, or procedures
Source	<ul style="list-style-type: none"> ◆ Executive orders, and implementing rules and regulations of the participating banks ◆ Reports from the participating banks
Indicator Description	1. Implementation of new procedures and systems related to the training courses, i.e. new Credit Policies or Credit Policy Manuals, Risk Management Procedures, Internal Control System, Responsibility Accounting Centers or Systems



Year	Target # of banks Cumulative	Actual # of banks Cumulative
1999	0	Baseline - 0
2000	4	4
2001	5	7
2002	10	12
2003	12	15

Intermediate Objective 2

Corporate and Financial Governance Improved

Indicator	Training activities in related topics
Unit of Measure	Number of banks continuing training programs using concepts, skills and materials provided through AERA assistance
Source	Training units of the participating banks
Indicator Description	1. Number of banks conducting related courses, including development of the Manuals and Guidebooks developed to the Banks' training units

Year	Target # of banks Cumulative	Actual # of banks Cumulative
1999	0	Baseline - 0
2000	3	3
2001	6	7
2002	10	11
2003	12	13
2004	12	



Education Program

Community College Project

In October, twenty-seven Thai community college directors, board members, senior officers from the Ministry of Education, and a representative from the Kenan Institute Asia visited Honolulu, Hawaii to attend a training program on community college administration, teaching, and faculty development, hosted by the Honolulu Community College. Presentations and lectures delivered by the colleges' experts, coupled with campus visits, allowed the Thai delegates to see, firsthand, the success of community colleges under the University of Hawaii. The training covered key areas of community college administrations and teaching, including roles and functions of the Board of Regents, mission, administrative structure and roles of administrators, workforce and economic development, K-12 partnership, curriculum development process, and conflict resolution for community colleges. The Hawaii training was part of the East-West Community College Project funded by USAID's AERA Education program. The first training, organized in May of 2002, focused on leadership skills for the Thai community college administrators. The AERA Education Program and the Kenan Institute Asia will continue to assist the Thai Ministry of Education in its community college development efforts, as community colleges are an important driving force of Thailand's economic and community development.

Mae Fah Luang University (MFLU) Project

Under the USAID-funded AERA Education Program, KIASIA is supporting two TESOL experts from the English Language Institute, Oregon State University. Ms. Carol Odell and Ms. Helen Polensek are helping Mae Fah Lunag University (MFLU) set up an English language center. Ms. Odell is working on curriculum development and teacher training while Ms. Polensek is helping MFLU set up a Resource Center and provide teacher training on Center management. The experts arrived in Thailand in December of 2002, and began to conduct a needs assessment through discussions with key faculty members. The next phase of the project is for MFLU English faculty members to attend Oregon State University for one month of training in 2003



Border Action Against Malaria

The Border Action Against Malaria Project (BAAM) works with a broad national coalition to slow the emergence and spread of multi-drug resistant malaria in Thailand's border areas. The program is developing new models of cooperation and partnership, particularly with community organizations, to monitor and respond to the threat that such resistant strains will spread, not only in Thailand, but also across the region. This is intended to contribute to decentralization and reformation of public health systems, making them more effective and sustainable. The purpose of the project is to improve the national capacity to monitor and respond to multi-drug resistant malaria.

Summary

During this quarter, major activities implemented under the BAAM Project included:

- *In vitro* sensitivity monitoring and *in vivo* study of therapeutic efficacy of the currently used front line antimalarial drugs in 9 border provinces under the malaria sentinel surveillance drug resistance network initiative.
- Implementation of research on developing dye particle-linked monoclonal antibodies against pLDH and pGAPDH for malaria antigen detection;
- Implementation of research for cloning and expression of LDH and GAPDH enzyme from *P. falciparum* by genetic engineering method;
- Workshops in Mae Hong Son and Tak Provinces on multi-sectoral support to enable implementation of community-generated malaria control projects;
- Teacher training on project-based learning on malaria for early primary grades in Tak and Mae Hong Son Provinces;
- Multi-sectoral coordination meetings on expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Sub-project to Chiang Mai, Chantaburi, and Trat Provinces;
- Initial teacher training for expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Project to 15 border schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces;
- BAAM's school-based approach to community action against malaria was presented at the UNESCO Sub-regional Workshop on Comprehensive School Health and Nutrition in Chiang Mai, Thailand in October;
- BAAM's school-based approach to community action against malaria was presented at the EC Mekong Malaria Symposium on Practical Issues for Malaria Control in the Mekong Region in Siem Reap, Cambodia in December;
- The BAAM Project Coordinating Unit Office in Chiang Mai was opened in October.

Project Activities

During the reporting period from October to December 2002, activities implemented included the following:



Sentinel site monitoring of antimalarial drug resistance: *In vitro* sensitivity monitoring and *in vivo* study of therapeutic efficacy of the currently used front line antimalarial drugs continued in 9 border provinces under the malaria sentinel surveillance drug resistance network initiative. Structural reform and re-organization of units responsible for malaria control necessitated some ad-hoc arrangements and resulted in emergence of some issues for longer-term changes in assignment of responsibility for the operational aspects of sentinel surveillance in the future. The previous 5 regional offices for vector-borne disease control were merged into the 12 regional offices of disease control, and the Malaria Division became a unit of the new Bureau of Vector-Borne Disease Control in the Department of Disease Control (formerly Department of Communicable Disease Control). In addition, the National Malaria Training Center has been transformed into a *research* and training center, and will play a role in managing information on sentinel surveillance. BAAM management will consult on these issues with the new Bureau of Vector-Borne Disease Control and the research and training center in the next quarter.

Research and development of an affordable, reliable, locally-produced rapid test for malaria antigen

The Ministry of Public Health implemented the following activities:

- Research on developing dye particle-linked monoclonal antibodies against pLDH and pGAPDH for malaria antigen detection;
- Research for cloning and expression of LDH and GAPDH enzyme from *P. falciparum* by genetic engineering method;

Partnerships for a School-based Approach to Community Action Against Malaria

Subproject: The Life Skills Development Foundation organized implementation of the following activities:

- Workshops in Mae Hong Son and Tak Provinces with partner agencies and local sub-district council members to mobilize multi-sectoral support to enable implementation of community-generated malaria control projects -- community and school representatives were guided through a process to review and improve upon design of their projects to enhance effectiveness and impact on the malaria problems;
 - 5 days of additional teacher training for 81 grade 1-3 teachers and supervisors from 25 original schools in Tak and Mae Hong Son Provinces on active learning, project-based learning, second language acquisition;
- Multi-sectoral coordination meetings were organized to plan and orient partners on expansion of coverage to 15 additional schools in Tak, Chiang Mai, Chantaburi, and Trat Provinces;
 - 5 days of initial teacher training for 109 grade 4-9 teachers and supervisors from 15 expansion schools on active learning, project-based learning, and participatory study of community health problems;



Coordination and Networking: BAAM Project management staff participated in the following non-project events:

- BAAM Project Manager participated in the WHO bi-regional meeting on Roll Back Malaria in Manila in October;
- BAAM's school-based approach to community action against malaria was presented at the UNESCO Sub-regional Workshop on Comprehensive School Health and Nutrition in Chiang Mai, Thailand in October;
- BAAM's school-based approach to community action against malaria was presented at the EC Mekong Malaria Symposium on Practical Issues for Malaria Control in the Mekong Region in Siem Reap, Cambodia in December.
- The BAAM Project Coordinating Unit Office in Chiang Mai was opened in October.

Major Activities Planned for the Next Quarter

Major activities planned for the next quarter from January through March 2003 include the following:

- *In vitro* sensitivity monitoring and *in vivo* therapeutic efficacy study of currently used first line antimalarial drugs in 9 border provinces; structural reform and re-organization of units responsible for malaria control necessitated some ad-hoc arrangements and resulted in emergence of some issues for longer-term changes in assignment of responsibility for the operational aspects of sentinel surveillance in the future – BAAM management will consult on these issues with the new Bureau of Vector-Borne Disease Control and the research and training center in the next quarter.
- Support for implementation of community-generated malaria control projects in Tak and Mae Hong Son Provinces;
- Workshop to draft an outline curriculum on mosquito-borne diseases for implementation in grades 1-9 in border area schools in 2004 school year;
- Teacher training on in-depth situation assessment and community problem-solving for expansion of the Partnerships for a School-based Approach to Community Action Against Malaria Project in 15 border schools in Tak, Mae Hong Son, Chiang Mai, Chantaburi, and Trat Provinces;
- Orientation workshops on community-based malaria control in Chantaburi and Trat Provinces;
- Training in use of GIS for malaria control in Chantaburi Province;
- Facilitate community civil-society forums on malaria problem, analysis, and planning action in Chantaburi and Trat Provinces.



Promoting Good Governance Project

Implemented by the Asia Foundation

Program Sub-Project Progress

Research on Enhancing the Efficiency of Asset and Liability Statement Examination

As noted in the previous report, the NCCC-organized team completed its research and evaluation of the Asset and Liability Review process conducted by the NCCC; completed procurement of a server and related peripherals for the project and installed the equipment at the NCCC; beta tested and debugged the software; and, produced four project manuals: User Guide, Staff Guide, Administrative Guide and Executive Guide. The project now awaits further action by the nine members of the NCCC.

A proposed public seminar to introduce and discuss the electronic format for the submission and review of Asset and Liability Statements has been postponed indefinitely until the Commission has had an opportunity to determine how it shall proceed with this e-solution to the complex process of verifying the assets and liabilities of officials. In view of the May 31, 2003 conclusion of the AERA Program, funds earmarked for this seminar have been re-allocated to enhance the human rights training program on behalf of the National Human Rights Commission and to extend the duration of administrative support the NGO counter-corruption advocate group, Transparency Thailand.

The National Human Rights Commission's Grass Roots Monitoring System

As noted in the previous report, in order to assist the National Human Rights Commission to create a nationwide network of monitors, the Foundation initiated a curriculum design and master trainer training program to provide potential monitors with the knowledge and skills they will require to effectively, and safely, monitor human rights abuses in the country-side. After evaluation of the views expressed during an inception workshop, "Creation of a Human Rights Training Curriculum" on May 30, 2002, the Foundation organized a core working group to design the training curriculum. The working group includes participatory training curriculum design specialists from seven organizations: The Asia Foundation, the Women and the Constitution Network, the Coordinating Committee of Thai NGOs on Human Rights, the Union for Civil Liberty, the Association for the Promotion of Equal Rights, the Peace Information Center, and Amnesty International Thailand.

The training curriculum will be pilot tested January 20-28, 2003, during a nine-day Training of Trainers Workshop to be held in Nakorn Pathom for 44 participants representing both governmental and non-governmental organizations involved in the promotion and protection of human rights. Confirmed participants include two officers from the Office of Human Rights, established in October 2002, as a new unit of the Ministry of Justice, two officers from the training institute of the Adjutant General's Office, and two staff of the National Human Rights Commission Secretariat, as well as representatives from the Office of the Attorney General, the Ministry of Education, and a variety of NGOs.



As noted in the previous report, The Asia Foundation has selected Martus, an open source, secure email system developed by Benetech, as the most feasible option to establish a secure method of communication between the monitors to be trained under this project and Commissioners of the National Human Rights Commission. The Foundation has organized a number of small workshops for human rights NGOs and for the National Human Rights Commission to familiarize them with Martus. Beta-testing of the software in the Philippines and Sri Lanka is behind schedule; therefore, it will not be possible to introduce the system in Thailand, as previously anticipated, prior to the end of this project in May 2003. Funds earmarked for this activity have therefore been re-allocated to efforts to provide training in human rights for local monitors and to enhance citizen participation in suppressing corruption.

In a parallel activity, a second working group had been developing a training program for Trafficking in Persons Monitors. The Workshop on Anti-trafficking in Women and Children was organized 1-3 November, 2002 in Ayuthaya. This program had its origins in a Consultative Meeting on Anti-trafficking in Women held by The Asia Foundation in July 2002 where participants concluded a comprehensive training curriculum/workshop for concerned professionals would be critical to any sustained effort to combat trafficking in persons. As a result of the July meeting, a task force was established comprising technical experts and participatory training curriculum design specialists from The Asia Foundation, the Fight Against Child Exploitation (FACE), the Center for the Protection of Children's Right (CPCR), the Thai Criminal Law Institution, the Law Society of Thailand, and the Women and Constitution Network. From July through October, 2002, the task force met regularly to review the current situation of trafficking in women and children, as well as to design and prepare a pilot curriculum and materials. The proposed objective of the workshop was to forge multi-professional networks among those working to combat trafficking in women and children from various professions involved in prevention, prosecution, reintegration and repatriation.

There were 53 participants in the three-day workshop. They represented an advisor to the Commission on Women, Youth and the Elderly of the House of Representatives; five public prosecutors, one representative from the Ministry of Foreign Affairs, two doctors; two judges, three lawyers, one media professional, nineteen NGO workers, twelve police officers, five social workers, and two staff from Lao Women's Union. The major components of the trafficking workshop were:

The Genesis of Trafficking in Persons: Definitions of "trafficked persons" and human rights violations in trafficking in persons; the push and pull factors of trafficking in persons; women's and children's rights; and legal protection through mechanisms at the national, regional and international levels.

Resource Persons: Ratchadaporn Kaewsanit, Director, the Association for the Promotion of Equal Rights; Sanphasit Kumpraphan, Director, the Center for the Protection of Children's Rights; Thicha Na Nakorn, Deputy Director, Holt Sahathai Foundation; Vachararuthai Boontinand, Program Coordinator, Actionaid; and Wanchai Rujchanawong, Director, Thai Criminal Law Institute

The Gender Dimensions of Trafficking in Women and Children: Sex and gender; the cultural factors resulting in discrimination and violence against women.



Resource Persons: Phusadee Thamthai, Committee Member, the Women and Constitution Network; Ruengrawee Pichaikul Ketphol, Senior Program Manager and Regional Coordinator, The Asia Foundation

Definitions, Forms and Effects of Trafficking in Persons: Definitions and nuances of “trafficking in women and children”, “smuggling”, “illegal migration”, “child migrant labor”, and “prostitution”; effects of trafficking in persons at the individual, communal and societal levels.

Resource Persons: Naiyana Suphaphueng, National Human Rights Commissioner; Dr. Pitsawat Sukonthapan, Director, Mekong Region Law Center; Sudarat Sereewat, Secretary-General, Fight Against Children Exploitation; and Wanchai Rujchanawong, Director, Thai Criminal Law Institute

Assistance to Trafficked Persons by Multi-professional Teams: Roles and responsibilities of multi-professional teams and related bodies in assisting trafficked women and children in compliance with Thai legislation and Memorandum of Understanding; difficulties and needs of multi-professionals; assistance to trafficked persons based on the principle of human rights and gender sensitivity.

Resource Persons: Wassana Kaonopharat, Director, Children’s Rights Protection Division, the Center for the Protection of Children’s Rights; Yupa Phusahas, Program Officer, The Asia Foundation; O-phas Warophas, Public Prosecutor, Office of Attorney General

Comprehensive Approaches to Combat Trafficking in Persons: Prevention, Prosecution, Reintegration and Repatriation: Difficulties in tackling trafficking in persons at the various process levels of prevention, prosecution, reintegration and repatriation; potential solutions; and experience sharing by organizations working towards combating the problem

Resource Persons: Aphaporn Winitchkulchai, Program Officer, the Asia Foundation; and Ratchadaporn Kaewsanit, Director, the Association for the Promotion of Equal Rights

Building-up a Network on Anti-trafficking in Women and Children: Website “Back to Home”.

Resource Persons: Sombat Boonngam-anong, Director, the Mirror Group; and, Sudarat Sereewat, Secretary-General, Fight Against Children Exploitation

The workshop successfully brought together 13 resource persons, who are social activists in the field of anti-trafficking in women and children who have been engaged for more than 15 years in various movements to promote human rights, in particular the rights of children and women. Throughout the event, the sharing of knowledge and experiences between the resource persons and participants stimulated the growth of a diverse community of anti-trafficking practitioners. Also, the event provided an opportunity for a younger generation of activists, who are expected to be the mainstay of the movement in the future, to learn from the pathfinders.

Participants were from different parts of the country and many of them had never met one another before. Their initiatives have therefore proceeded in relative isolation thereby deterring mobilization of a dynamic network to promote reform at the micro and macro level. The workshop thus served as a channel for the participants and the resource persons to get to know one another and to expand their networks for future cooperation.

A participatory training approach helped to expose the participants to the experiences of their multi-professional peers from both government and non-governmental organizations; to develop insights into the nature of each other's work, their needs, their difficulties/limitations and solutions that had been tried. Cumulatively the training process and experience prompted the participants to recognize the importance of collaboration among multi-professional teams in the effective combating of trafficking. In addition, the workshop helped the task force to identify issues and areas for improvement and expansion in current and future activities of the project.

One immediate, and significant outcome of the workshop was a decision by the Office of the Attorney General to request TAF and partner organizations to develop a series of anti-trafficking workshops for public prosecutors. The working group is currently designing a curriculum that will be delivered to the next rotation of new assistant provincial public prosecutors. In keeping with the Foundation's emphasis on the development of multi-professional teams to combat trafficking, the OAG has agreed that 40% of the participants for the public prosecutor training program will be drawn from non-governmental organizations, medical professionals, and other relevant government agencies.

Enhancing Citizen Participation in Suppressing Corruption

Since the initiation of this project, the Foundation has been providing administrative and program support to two NGO's, Transparency Thailand (TT) and the Anti-Corruption Network (ACN), to promote citizen participation in suppressing corruption. The focus of TT has been on national policy level issues, while the ACN has a greater focus on participation at the local level. The organizations cooperate together in developing and implementing programs that focus on students.

As highlighted in the previous report, one of the objectives of providing **Transparency Thailand** with administrative support was to enable the organization to hire full-time program staff with the capacity to provide follow-up to decisions made by the TT Board of Trustees, to organize volunteers to carry out these activities, and finally to conduct additional fund raising to expand program activities. Although TT has been very successful in securing funding from a number of sources for specific project activities, these funding agencies rarely allow support for critical administrative back-up expenditures. As a result of USAID support, TT has been able to conduct a variety of activities with counterpart funding. During this reporting period, the Foundation extended the sub-grant period through the end of May 2003, increasing the amount of the sub-grant, subsequently allowing TT to retain its administrative and program support staff.

A major new TT initiative during this reporting period was the Children's Story Book Project. The objective of this endeavor is to develop a series of children's books for use in schools and for general readership that will provide Thai children with a proper perspective on corruption



and conflict of interest. Many traditional Thai tales are centered on the character of Sri Thanonchai, which generations of Thai parents have handed down to their children from the Ayutthaya Period (16th and 17th Century). These tales are as familiar to Thai children as Aesop's Fables and Grimm's Fairy Tales are to Western children. The problem is that the moral of most Sri Thanonchai tales are in support of corruption, conflict of interest and the rewards of **not** being transparent or accountable. The Children's Story Book Project is designed to counteract, if not replace, the Sri Thanonchai Tales so that children develop more positive values. Writers and artists have contributed their time to develop the first five titles in this series:

1. All Because of a Wooden Case
2. The Light from the Lighthouse
3. The Adventure of Little "Farsai"
4. The Story of the Giant Caterpillar
5. The Village of Virtue and the Little Demon

TT pilot tested the stories with 15 children in the NIDA Child Center on October 21, 2002 and with 40 children at the Timreanvej Community Center on November 24, 2002. After testing the stories, a meeting among good governance experts (Dr. Ammar Siamwala, Pol. Gen. Vasiit Dejgunjor, Dr. Juree Vicht-Vadakan, Dr. Chirawan Bhakdibutr and Dr. Kanokkan Anukansai) brainstormed how to improve the stories. Redrafting is currently underway, and the development of illustrations for each of the stories is in progress. Meetings between committee members and the artists have been especially time-consuming to ensure that illustrations properly capture the essence and morals of the stories.

TT has continued its 2-hour, Saturday afternoon good governance radio program over popular channel FM 96.0. Its weekly 15-minute program has been moved by Army radio to 18:15-18:30 on Friday evening due to popularity. This is considered a prime time slot for those stuck in Bangkok's notorious evening rush-hour traffic. The 2-hour program has addressed a range of issues heavily covered by the media during this reporting period including, Media Reform, Progress in the Ministry of Public Health Scandal, the Fertilizer Scandal, the 3rd Anniversary of the NCCC, the Operations of the Hong Kong Commission Against Corruption, the Agricultural Products Scandal, Corruption at the State Railways of Thailand, and The Corruption Case of the Year. The 15-minute program has highlighted Conflict of Interest, the Role of Youth in Fighting Corruption, the Unusually Rich, the Anti-Trust Law and Corruption, and Monopoly and Corruption.

As noted in the previous report, one of the new mechanisms under the 1997 Constitution designed to strengthen the capacity of citizens to oversee government operations, is the Administrative Court. The Court enables citizens to seek redress or secure sanctions against government officials who abuse their authority in cases of alleged corruption or human rights violations. During its first year in operation, however, many citizens were frustrated when their petitions were rejected by the Court. In order to address this problem, in April 2002, the Foundation issued a grant to **The Working Group for Research and Training in Administrative Court Law** to analyze the problem and to develop recommendations and tools to enable citizens to more effectively file petitions against corrupt officials.

During this reporting period, the Working Group conducted a three-day workshop on administrative case law and litigation, November 23-25, 2002, for a group of 30 lawyers. The



objective of this exercise was to test the training program designed by the Group as well as the materials developed by the Group: A Manual: Administrative Case Law and Litigation in the Administrative Court, and Collected Laws: Procedures in Accordance with Administrative Law.

The Working Group is currently in the process of completing an evaluation of their training program and materials. Once this evaluation is completed, they will begin development of an action plan for the second phase of this project. Through research to develop a clearer understanding of why the Administrative Court has been rejecting specific petitions filed by citizens, USAID funds have assisted young lawyers develop a training program and legal aid tools (manuals and a website) that should ensure that citizens have better access to redress for legitimate claims in the Administrative Court.

As noted in the previous report, research demonstrates that a large percentage of corruption cases and related human rights abuses arise over land rights disputes and concerns by local communities over degradation of their immediate environment. The Thai legal system, however, is ill-prepared to deal with environmental-based disputes because Thailand has few independent advocates for public interest environmental law. In order to provide citizens with access to information on these issues, as well as technical and legal aid support in disputes arising from land and environmental issues, the Foundation provided a grant in April, 2002 to the **Environmental Litigation and Advocacy for the Wants (EnLAW)**.

During this reporting period, EnLAW continued the development of its environmental law database that focuses on problems related to the enforcement of Thailand's environmental laws. The database is also to include case studies that highlight major glitches in the enforcement of environmental laws. In addition, environmental lawyers will be able to substantially reduce the research time required to prepare cases. Equally important, the database serves as a resource for young lawyers interested in learning more about environmental litigation. Currently, the data base has six detailed components:

- 1) Colbalt-60 radiation exposure
- 2) Lead exposure in ground water due to mining
- 3) Chemical pollution in industrial estates (Mab Ta Pood Industrial Estate)
- 4) Air pollution from coal and oil fired electrical power plants
- 5) Water pollution from industrial factories (Khon Kaen province)
- 6) Restitution standards in environmental litigation.

During October 19-26, 2002, EnLAW conducted a training workshop in environmental litigation for 22 young lawyers from independent law firms, environmental NGOs, the National Human Rights Commission, and one media organization (Sod See Kieo Magazine). As the second part of the training program, during the 10th quarter, participants will be engaged in the development of a variety of case studies to be used in future training programs.

Throughout this reporting period, EnLAW has been working in collaboration with the Alliance of NGOs and Academics to analyze the Promotion and Conservation of the Environment Act (1992) in order to propose improvements and amendments. EnLAW also organized informal hearing in the Central Plains, southern Thailand and on the Eastern Seaboard to gather the perspectives of local citizens on the Act.



On November 15, 2002, EnLAW, in collaboration with the alternative Energy Project for Sustainability (AEPS), organized a seminar at the Law Society of Thailand titled “Lessons from the Litigation on the Cobalt-60 Case”. As noted in the previous report, with support from the Blackstone Institute, EnLAW pursued this case through the Administrative Court resulting in Thailand’s first court ruling in favor of environmental victims. The Court awarded 12 radiation-poisoning victims Baht 5.2 million (\$123,800), subject to 7.5% interest per annum effective February 1, 2000. Since the restitution amount set by the Central Administrative Court is deemed to be insufficient to cover medical and other expenses, on October 27, 2002, EnLAW filed an appeal to the Supreme Administrative Court to seek higher restitution. With Blackstone Institute funds, EnLAW is also pursuing the litigation of two lead-poisoning cases resulting from lead mining: Klity Creek Lead Mine and KEMCO.

Through support to EnLAW, USAID is assisting Thailand to develop legal expertise in an important area of public law. Within its first year of operations, the organization has already won a significant case establishing its reputation for environmental litigation. This has in turn helped to draw the attracting of a number of younger lawyers to this field of law, thus setting the stage for the development of a larger pool of environmental litigation expertise for citizens and communities to rely on.

Project Evaluation

The Promoting Good Governance Project will come to a formal end May 31, 2003 after 33 months of operation. To evaluate the lessons learned from this project, and to determine the effectiveness of project activities in terms of achieving stated performance indicators, the Foundation is currently preparing Terms of Reference for a contractor to conduct a formal evaluation. The Foundation anticipates the contractor will be selected and begin work before the end of the 10th Quarter (by March 30, 2003).



Thailand Competitiveness Initiative

Implemented by J.E. Austin Associates and Kenan Institute Asia

The objectives of the Thailand Competitiveness Initiative are to promote competitiveness in Thailand by demonstrating that clusters of companies and related organizations can work cooperatively together to gather information, develop strategies and overcome policy obstacles so they can compete more effectively in their markets. The TCI will also work to help the selected clusters develop Policy Action Initiatives that will be pushed forward with the help of the National Competitiveness Committee. The ultimate objective is to help Thailand's private sector provide for the larger and more sustainable margins that will raise incomes and thus standards of living over the long term. The TCI brings together the Kenan Institute Asia and J.E. Austin Associates in a team effort. KIASIA and JAA are also working together in Cambodia and Vietnam as well as Thailand.

Competitiveness and clusters seem to be familiar concepts in many Thai industries. The credit may be shared by the preliminary work JAA as well as by pioneering efforts by group of Thai business consultants calling itself C4C - Clusters for Competitiveness. Moreover, Thai businesses reportedly raised the funds to bring Dr. Michael Porter to Thailand in 2003.

Therefore, less time is needed to explain the twin concepts of competitiveness and clusters to potential cluster participants. Experience to date indicates that potential clusters are immediately looking for value-added contributions from the project in terms of market information, bench-marking, value-chain analysis, and assistance in setting and implementing medium-term strategic plans. In terms of project implementation, however, clusters are often reluctant to share the basic internal information needed to build cluster-wide strategies and value chains.

While the work of choosing and building a cluster is proceeding, there is a need to differentiate this project from other organizations that are also undertaking cluster work.

The Thai government, specifically the National Economic and Social Development Board (NESDB), is a key player, and exercises considerable control over government funding for competitiveness activities in Thailand. The nature and structure of the relationship between TCI and NESDB is a strategic one. The project in general and KIASIA in particular, are cooperating with NESDB by suggesting training programs for the staff on competitiveness and by offering assistance in establishing a competitiveness committee.

Mr. Howard Rosen, the former Executive Director of the US Competitiveness Policy Council, briefed the NESDB and selected business leaders of the private sector on how and why American competitiveness and its competitiveness council works. NESDB is the secretariat for the National Competitiveness Committee (NCC). The NCC started life in 2002 and has only held two meetings in the year. NESDB plans to "launch" the NCC in 2003 through a two-day conference in January, tentatively entitled "Visioning Thailand", to be held in Chiang Mai.



NESDB was sufficiently impressed by Mr. Rosen to invite him to be one of only two non-Thai guest speakers in this conference, to discuss competitiveness and competitiveness councils.

Media exposure is made easier because the media communications infrastructure is accessible, thanks to the KIASIA network. However, there is already considerable “buzz” in the media about competitiveness, and differentiation is necessary.

Accomplishments by Core Activity Area

By December, some structure was imposed on the various activities that were going on. TCI has four Primary Activities: Cluster Formation and Development, Public and Private Sector Dialogue, Institution Building and Networking, and Other Activities.

A. CLUSTER FORMATION AND DEVELOPMENT

One Tambon, One Product (OTOP) is the government’s articulation of its concept to link rural areas to the global market. KIASIA’s Business Advisory Center (BAC) has been given a government project to assist a tambon in Udon Thani province in the northeast. The TCI is assisting the BAC team with this work in three village communities. The goal is to develop a successful cluster-based model that can be replicated in other Tambons Thailand, and possibly even in other village communities in the Mekong Basin.

A TCI team member visited the Northern Organization of Manufacturers and Handicraft Exporters Cooperative (NOMHEC) that was an original recipient of a visit by David Flood. The association has already gone ahead to establish a small office in America. The team member went through some implementation diagnostics, since that appears to be their major interest.

The western region is the target for efforts to develop and expand high value vegetables for exports. The vegetable cluster in the three provinces (Nakhornpathom, Rajburi, and Karnchanaburi), which includes growers, transporters, exporters, suppliers, government agricultural extension offices and an agricultural university has now been established. NESDB and the Office of Agriculture and Food Standards have appointed officials to be advisors to the cluster. A working committee was formed to handle the meetings and collaborative work.

The team has a three-pronged strategy. Successful clusters should demonstrate a multiplier effect. There are presently 300 family farms involved. If we can successfully leverage the work, we want to expand the number of beneficiaries to cover as much of the western region as possible.



The cluster plans to develop organically grown, chemical free (pesticides and herbicides and fertilizers) products for higher value primarily in the export markets but also in the local Thai market. The cluster wants to generate sufficient momentum for a policy initiative to enact and enforce a law on chemical-free agricultural products that may evolve into a national policy.

A complementary effort to the Thai government's goal of promoting Thailand as the "Kitchen of the World" is to create an international certification for Thai products, analogous to the USDA's seal which acts as guarantee of quality.

One of our team members worked in Silicon Valley, and has the contacts and a "feel" for the key success factors for this global industry. He is working on three segments or sub-clusters within the generic "multi-media" cluster—gaming, digital entertainment, web development, and is working with several software associations. He also attended an international conference in Chiang Mai to evaluate the Malaysian multi-media corridor and its applicability for Thailand. The work has two strategic objectives:

- 1) Accelerating cluster development in Thailand and facilitating its efforts to identify strategic issues and take strategic initiatives.
- 2) At present, the Thai multi-media cluster has little recognition among primary buyers. Korean and Taiwanese firms often sub-contract Thai firms after winning contracts from Japanese and American buyers. The target is to get the Thai multi-media cluster to move up the value chain. However, we also want to show that this process will benefit the American firms by "cutting out" one of the "middlemen" in the chain, so both American and Thai firms will share in the benefits.

As part of cluster activities, workshops with an international expert were organized. In this reporting period, more than 40 participants representing 17 companies took part in a two-day seminar in Bangkok. An additional seven companies requested on-site evaluations by the expert. After spending two weeks in Thailand, the expert then went to Ho Chi Minh City as the first official "kick off" event for the Ho Chi Minh City SPIN Chapter. Close to 50 participants from 21 companies attended the 3-day seminar. The group agreed on the need to participate in international events, strengthen local capacity, and showcase Thai talent to the world. Furthermore the Department of Export Promotion agreed to co-host the next discussion on digital animation. Thai Anima 2003 takes place Jan 11 to the 15 at the Software Park of Thailand. The event will include animation contests, workshops, and international expert speakers.

B. PUBLIC AND PRIVATE SECTOR DIALOGUE

The Nov. 4-6 Workshop and Nov. 7 Roundtable were successfully completed. The Nov. 4-6 conference had at its peak over 60 participants. The proceedings were included in the KIA Asia website, which includes a summary overview, most of the PowerPoint presentations, the agenda and participant list. The access address is www.kiasia.org/download/competitiveness.



In the November 7 Roundtable, there were 36 participants from two-dozen Thai institutions that represented most of the key players in competitiveness in both the private and public sectors.

A major activity was the visit to Bangkok of Mr. Howard Rosen, former Executive Director of the US Competitiveness Policy Council, to brief NESDB and business leaders, including directors from the Federation of Thai Industries. Mr. Rosen also visited the American Council for International Labor Solidarity in preparation for a meeting in January with selected labor leaders. The December visit was a success and he was invited a second time in January.

C. INSTITUTION BUILDING AND MEDIA NETWORKING

NESDB received a 12-topic training module on competitiveness. NESDB agreed to a two half-day introductory module on competitiveness and business-government interaction to be scheduled either in late January or in early February. The TCI team is also preparing a virtual library on competitiveness for NESDB.

Press coverage for the Nov. 4-7 activities came from the following English-language media: MBA Magazine, Bangkok Post, The Nation. Radio Thailand ran taped interviews in English and Thai. UBC 8 (TV cable channel) and two local dailies covered the Nov. 7 conference.

Mr. Rosen went on live TV for an interview in Channel 11's News Break. He was invited for a second interview that will take place in January.

PLANNED ACTIVITIES

The three major activities planned for next quarter are developing new clusters, expanding cooperation with NESDB and NCC, and preparing activities between January and November in conjunction with the next publication and launching of the Global Competitiveness Report (GCR) 2002.

There are six additional clusters that TCI staff have briefly visited and are under consideration:

- 1) The ceramics cluster in Lampang has some parallel with a similar cluster in Vietnam. At some point, STTA for both clusters will likely take place. However, the primary reason for choosing ceramics in Lampang is because of the presence of the International Finance Corporation of Thailand. Assisting the ceramics cluster may provide an approach for other clusters seeking funding from with financial entities.

- 2) The Northern Organization of Manufacturers and Handicraft Exporters Cooperative (NOMHEC) cluster is as its name implies. It is already fairly well-organized, with an office in the United States. Indeed, managing its growth seems to be the key issue and TCI's value-added contribution might be in putting a cluster-management structure that will keep pace with growth.
- 3) The tourism cluster in Phuket has three aspects: (a) arresting environmental degradation that is evident to the cluster participants but not urgent enough for them to act. (b) The local community as part of the cluster seeks to capture some of the revenues that currently go to the multinational network (of hotels). The local community itself has multiple stakeholders. (c) The local and central government (Tourism Ministry) have to coordinate efforts in the context of decentralization and devolution of power to the localities.
- 4) The tourism cluster in Northern Thailand includes traditional tourism, eco-tourism, and assistance to orphanages and orphans. There is a 2001 study entitled "A Proposal for the Holistic Development of Tourism in Thailand" that uses Northern Thailand as the case study, and which may provide the initial information to begin cluster work in the area.
- 5) The software cluster is not quite a spin-off from the current multi-media cluster work. TCI's interest is in exploring the synergy and multiplier effect, between this cluster and a host of other industries that require its services.
- 6) The jewelry cluster is in need of strategic revival and possible relocation as its source of materials is depleted. This cluster is the first project of the former program coordinator turned cluster facilitator.

Other planned activities include assisting NESDB staff in developing a work plan and to provide staff training.

The plan for the GCR includes two visits by Andrew Warner, a JAA Economist who specializes on the GCR, to discuss competitiveness with academicians and selected business leaders. The third visit will coincide with the publication of GCR 2002, and will incorporate a public presentation on Thailand's competitiveness in relation to the GCR. The media will attend this presentation.

CAMBODIA

The preliminary plan for Cambodia has two components. The first is to train trainers on the concept of market-driven competitiveness, and clusters as a tool of competitiveness. The program will include a 3-day training module that the instructors can use to disseminate the



twin concepts directly to businesses and to academic institutions and training firms in order to achieve a multiplier effect.

The second step is to assist the SME Cambodia in expanding its rice-milling group into a rice-cluster, and in building a second cluster. With regard to this second step, the basic issue is how to establish a cluster in a (very) low-income, emerging economy, with no significant private sector and no history of business cooperation.



Appendix A: - Business Support Organizations Program Quarterly Activities Report (October to December 2002)

BSOP Projects Matrix - Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Standards of Practice Handbook: Certified Investment and Securities Analyst Program / Financial Governance	The Association for Investment Management and Research (AIMR) and the Securities Analysts Association (SAA) are promoting a "code of ethics" for the Thai corporate sector by translating and adapting the AIMR's manual for the Thai environment.	To build up a strong ethics and professional standards program	SAA (Thai), AIMR (US)	The project was completed in September 2001.
Support programs related to the Chartered Financial Analyst Designation/ Financial Governance	AIMR experts are to conduct a workshop on Global Investment Performance Standards (GIPS). In addition, the 10-day review sessions in tutorial classes will be delivered to prepare CISA/CFA candidates for level 1 and level 2, year 2002 exam, using Schweser materials	to raise the quality of Thai practitioners in finance and capital markets.	SAA (Thai), AIMR (US), Schweser (US)	The project was completed in May 2002.
Upgrading the Capability of Accounting Instructors / Financial Governance	The Institute for Certified Auditors and Accountants of Thailand (ICAAT) is developing accounting instructional aids including video tapes, computer programs and teacher's manuals with assistance from a US counterpart university.	Improved accounting standards particularly outside of Bangkok.	ICAAT (Thai), U.S. University	The work will be completed by December 2002.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Comparative Study on Thailand's Savings and Investment Tax Policy / Financial Governance	The study is to examine the impact of Thailand's present tax structure on the financial and capital markets from both the economic and administrative aspects. The Security Exchange Commission of Thailand (SEC) asked for the Thai Development Research Institute with assistance from U.S. experts to conduct the study.	More attractive tax provisions for investors.	Thai SEC, TDRI, U.S. Counterpart	The project was completed in September 2001.
Bankruptcy Court Administration Program Part I / Legislative and Judicial Reforms	The American Bankruptcy Institute (ABI) is providing technical assistance to the Thai Central Bankruptcy Court (CBC) in training and establishing systems to deal under the revised laws with the backlog of corporate bankruptcies.	To improve the capabilities of the CBC and develop a relationship between CBC & ABI	CBC (Thai) ABI (U.S.)	ABI is to provide ongoing consultation to CBC.
Bankruptcy Court Administration Program Part II / Legislative and Judicial Reforms	As a result of ABI's recommendation in Part I of the program, additional technical assistance and training is to be given to CBC by the ABI-member team in area of IT		CBC (Thai) ABI (U.S.)	The videoconferencing equipment has been used to hearing the cases.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Thai Bankers Handbook / Corporate Governance	The Thai Institution for Banking and Finance Association (TIBFA) under a licensing agreement with the American Bankers Association (ABA).	Completion and use of handbook throughout Thailand	TIBFA (Thai) ABA (U.S.)	The final draft was completed. Printing of 1,000 copies was finished. Introduction to banking industry will be held on March 14, 2003.
Establishing TLAPS Linkage with APICS/ International Competitiveness	To continue its effort to establish a sustainable relationship with APICS, TLAPS will deliver a pilot training program for APICS certification. APICS CPIM certification consists of five components; the pilot program will only cover the first component. The results of the pilot program will determine future support for subsequent training programs.	To establish a sustainable relationship with APICS	TLAPS (Thai) APICS (U.S.)	Pilot Training program on Review course on CPIM will be conducted in Feb 28 to March 2, 2003
Performance Audit Workshop / Corporate Governance	The training program will be delivered as a two-week workshop on the fundamental principals, concepts, and methods of performance auditing. This workshop includes a three-day module on instructional skill to allow participants to pass on their newly acquired knowledge and skills to the SAO's auditors throughout the country.	To improve the capability of the SAO's auditors in performance auditing	SAO (Thai) GAO (U.S.)	The project was completed in April 2001.



Projects Approved for Funding

Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Development and Implementation of the Strategic Framework and operational plan./ Corporate Governance	OAG as an independent agency due to the . new State Audit Act of 1999, they need new Strategic Framework and Operational plan for better perform. The project components include OAG's staff visiting program in US; hire Thai team to develop Strategic Framework with OIG/DOT identified expert to review a draft; and OIG/DOT conduct the second strategic workshop.	To devise the strategic framework and operational plan for OAG	Office of the Auditor General (OAG)/US GAO and Office of Inspector General Dep. Of transport (OIG/DOT)	Proposal was approved in December 2002.
Building Capacity and Professional Standard for Property Valuation in Thailand / Financial Governance	The Appraisal Foundation (TAF) will provide technical assistance to the Securities Exchange Commission (SEC) to develop a single standard, code of ethics and its audit manual for Thai valuation profession. A single, neutral standard, code of ethics and audit manual for supervision will improve the transparency and accuracy of appraisals and will have a positive impact on financial and capital markets sector.	Single standard, code of ethics, and its audit manual for Thai valuation profession	SEC (Thai) TAF (U.S.)	TAF completed a comparative study on 7 models of land valuation standards. A video conference between U.S. and Thai counterparts was held to discuss a draft of report. Experts from TAF came to Bangkok to work with Thai team and conducted seminar on US practices of valuation standards . The Thai expert team finished the draft Thai valuation standards.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
ABIH Certified Industrial Hygienist Program / International Competitiveness	The Occupational Health and Safety at Work Association (OHSWA) of Thailand proposes to join the American Board of Industrial Hygiene (ABIH) to provide training and establish a certificate program	To upgrade the professional skills of Thai health officials and strengthen the relationship between OHSWA and ABIH	OHSWA (Thai) ABIH (U.S.)	The project was completed in September 2001.
Public Education Program on Credit Bureaus/ Financial Governance	The Fiscal Policy Office, the Bank of Thailand, and the U.S. Consumer Data Industry Association are joining together to exchange knowledge and information on credit bureaus through public education. The public education aims to increase public awareness of credit bureaus	To increase the awareness of credit information, credit reporting, credit bureaus, and the establishment and use of credit among the public, including private and government sectors	FPO, BOT (Thai) CDIA (U.S.)	Four Thai delegations; two from FPO and two from BOT visited the U.S. organizations related to credit bureaus in late January 2003..
SET Junior Achievement Thailand / International Competitiveness	The BSOP helping the Thailand Securities Institutes (TSI) to deliver economics education programs for Thai youth. JAI will provide education materials, and expert technical and training.	To promote the long-term development of the capital market and stock market in Thailand	SET-TSI (Thai) JAI (U.S.)	The training is ongoing. SET-TSI already completed the translation of JAI materials.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
The Bond Market Development/ Financial Governance	The co-operation between Thai BDC and TBMA will be focused on the technical assistance and consultation, translation and adaptation of standards materials, as well as the introduction of an appropriate organizations in the U.S. to provide training course to the Thai BDC. This cooperative program is to develop bond market in Thailand	To develop the bond market in Thailand	Thai BDC TBMA (U.S.)	The project was already completed in September 2002.
Secured Transaction Law Development and Implementation/ Legislative and Judicial Reforms	American Bankruptcy Institution (ABI) is providing technical assistance to the Office of the Court of Justice (OCJ) to promote a new law on Business Secured Transaction in Thailand and to prepare the establishment of Registry Office.	To promote a new Business Secured Transaction Law and to prepare for the establishment of a Registry Office	OCJ (Thai) ABI (U.S.)	The project was already completed in September 2002.
Community Leadership Training Program/ Corporate Governance		To promote good community leadership throughout Thailand	IMET (Thai) CLA (U.S.)	The project was completed in September 2002



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Mediation Center for Financial Disputes Program/ Legislative and Judicial Reforms	American Bankruptcy Institution (ABI) is providing technical assistance and training to enhance the efficiency and capabilities of a newly-established Mediation Centre for Financial Disputes (MCFD), including mediators, financial advisors, and staff.	To enhance the ability and creativity of mediators, financial advisors, and MCFD staff	DRO (Thai) ABI (U.S.)	The project was successfully completed in September 2002
Organic Inspection Training Program/ International Competitiveness	The Independent Organic Inspectors Association (IOIA) is providing technical assistance to the Department of Agriculture (DOA) to develop the organic crops inspection process in Thailand	To build Thai government officer's capabilities to inspect organic crops	DOA (Thai) IOIA (U.S.)	The project was completed in June 2002.
Productivity and Workplace Improvement/ International Competitiveness	Occupational Safety and Health Association (OSHA) and the National Institute of Occupational Health and Safety (NIOSH) are joining with the National Institute for the Improvement of Working Conditions and Environment (NICE) to deliver a train-the-trainer program on "Productivity and Workplace Improvements" in Thailand.	To upgrade the skills of regional NICE officers.	NICE (Thai) OSHA (U.S.) NIOSH (U.S.)	KIAsia is bringing together the expertise of the ILO and US – OSHA to support this project. The project has been delayed.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Upgrading the Capabilities of Post and Telegraph Department's Staff for National Telecommunications Commission's Secretariat Office/ Corporate Governance	This training and technical assistance program is to upgrade the capabilities of the officials of the Post and Telegraph Department (PTD) in the preparation of the organization to be transformed into the Secretariat of the National Telecommunications Commission (NTC) which is to operate as an independent regulator regulating telecommunications, and promoting competition and liberalization.	To upgrade the capabilities of PTD's officials	PTD (Thai) FCC (U.S.)	Two training sessions were already completed. The U.S. experts from FCC will deliver the third training in April 2003
Judicial Reform Project/ Corporate Governance	The Office of the Judiciary (OJ), the Federal Judicial Center (FJC), and the American Bar Association (ABA) have joined together to exchange knowledge and information on judicial reform issue. This training and technical assistance program aims to promote the application of new measures in the Thai courts in order to eliminate unnecessary delays and to improve efficiency in the court proceedings of economic cases.	To improve efficiency in the court proceedings	OCJ (Thai) FJC (U.S.) ABA (U.S.)	The project was completed in September 2002



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Judicial Reform Project/ Corporate Governance	The Office of the Judiciary (OJ), the Federal Judicial Center (FJC), and the American Bar Association (ABA) have joined together to exchange knowledge and information on judicial reform issue. This training and technical assistance program aims to promote the application of new measures in the Thai courts in order to eliminate unnecessary delays and to improve efficiency in the court proceedings of economic cases.	To improve efficiency in the court proceedings	OCJ (Thai) FJC (U.S.) ABA (U.S.)	The project was completed in September 2002
USFDA-Approved Better Process Control Scholl (BPCS) in Thailand Year II/ International Competitiveness	The National Center for Genetic Engineering and Biotechnology (BIOTEC) has helped King Mongkut's University of Technology Thonburi (KMUTT) to establish USFDA approved BPCS in Thailand. BPCS is the first school in Thailand to assist Thai food exporters of low-acid canned food (LACF) and acidified foods (AF) in exporting to foreign markets.	To establish a USFDA certified BPCS in Thailand	BIOTEC, KMUTT (Thai) Purdue Univ. (U.S.)	The project was already completed in May 2002.



Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Internal Audit Quality Assessment – Professional Practices and Training on Quality Assurance Review Program/ Corporate Governance	The Institute of Internal Auditors (IIA-US) is to initiate its professional practice of rendering quality auditing services on Quality Assurance Review (QAR) program for Krung Thai Bank, and to provide capacity building for its Thai affiliated IIA of Thailand (IIAT). This QAR services aims to assist the bank's internal audit staff to improve its skills in operational auditing risk assessment and implementing of internal control.	To provide KTB with quality QAR services that will help improve its good governance.	KTB, IIAT (Thai) IIA-US (U.S.)	The project was completed in November 2002



Projects Approved for Funding

Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Strengthening Administrative Court Capacity: Judge Forum on Administrative Contracts/ Legislative and Judicial Reforms	The experts from the U.S. Court of Federal Claims and other U.S. organizations will provide technical assistance to strengthen the capacity of the Thai Administrative Courts in hearing administrative contract disputes	To develop court policy guidelines on Administrative Contracts	OAC (Thai), U.S. CFC	OAC planed to hold a videoconference with U.S. counterpart at the end of the year.
Developing a Thai Class Action Law / Legislative and Judicial Reforms	The American Bar Association (ABA) is providing expert assistance to work with the Council of State (CoS), the Class Action Research Team, and the Class Action Subcommittee in developing the new Thai Class Action Law.	To develop the Thai Class Action Law	CoS (Thai), ABA (U.S.)	The first and second video conference were completed In September and November respectively.
Technical Assistance for Thailand Rating Information Services (TRIS) / Financial Governance	Technical assistance and training is to be given to TRIS by an expert sourced under the International Executive Service Corps (IESC) in the area of bond rating.	To strengthen Thai corporations' abilities to raise funds by improving the capabilities of TRIS in bond rating.	TRIS (Thai), IESC (US)	The project was completed in February 2000.
TRIS – Trip # 2/ Financial Governance	To provide expert assistance from a US Private Volunteers Organization (PVO) to help TRIS in the area of credit rating methodologies and procedures, securitization, and staff training	To strengthen the capabilities of TRIS in credit rating methodologies and procedures, securitization	TRIS (Thai), PVO (US)	The BSOP is looking for the U.S. partner.



Projects Approved for Funding

Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
APICS-TLAPS Partnership #1 / International Competitiveness	Mr. Richard Welch, the former President of APICS, attended TLAPS annual seminar in Thailand on May 5 – 22, 2000 with support under the BSOP fund.	To establish long-term cooperation between TLAPS and APICS	TLAPS (Thai), APICS (US)	The project was already completed.
APICS – TLAPS Partnership #2 / International Competitiveness	The BSOP has provided financial support to the President and advisor of the Thai Logistics And Production Society (TLAPS) to attend APICS conference in U.S.A.	To establish long-term cooperation between TLAPS and APICS	TLAPS (Thai), APICS (U.S.)	The project was already completed.
International Auditor Fellowship Program / Corporate Governance	To provide financial support to the Office of the State Audit of Thailand (SAO) to send its staff to attend The GAO Fellowship program, which supports the goal of the International Organization of Supreme Audit Institutions (INTOSAI) to strengthen auditing and financial management practices and promotes the sharing of information and experiences among Supreme Audit Institutions (SAI) throughout the world.	To improve the capabilities of the SAO staff and develop a relationship between SAO and GAO	SAO, General Accounting Office (GAO)	Mr. Karanee Butrameeboon has been selected to participate in the GAO Fellowship program 2001 between May 14 to September 21, 2001 at GAO in Washington D.C., U.S.A. The program was already completed.



Projects Approved for Funding

Small Grants				
Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
The International Auditor Fellowship Program's field office placement 2000 / Corporate Governance	The program is a continuation of the International Auditor Fellowship program and is designed to provide the participant with training, which includes gaining practical experiences in designing and implementing audits.	To improve the capabilities of the SAO staff and develop a relationship between SAO and GAO	SAO (Thai) GAO (U.S.)	The program was already completed.
Land Assessors' standard and procedures/ Financial Governance	Mr. James Park, Director of Research and Technical Issues from the Appraisal Foundation (TAF) came over to hold talks with key Thai organizations involved in the land assessment in late August.	Improve knowledge of assessors in Thai assessment organizations	Association of Thai Assessors, TAF (U.S.)	The program was completed in August 2000.
Certificate for Occupational Health and Safety / International Competitiveness	To provide financial support to Mr. Dan Agopsowicz, the Board Chair of the American Board of Industrial Hygiene to deliver a seminar to the Occupational Health and Safety at Work Association in Thailand	To initiate training programs and establish a certificate program to comply with the new Labour ACT.	OHSWA (Thai), ABIH (U.S.)	The program was already completed.
SET Derivatives Program / Financial Governance	Mr. Robert B. Gilmore, an expert consultant, came to provide technical assistance and training to the Stock Exchange of Thailand (SET) to improve SET's knowledge of derivatives and systems to offer derivatives products.	To prepare the SET's staff for delivering of new derivatives products.	SET (Thai), U.S. partner	The program was completed.



Projects Approved for Funding

Small Grants

Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Thai Credit Bureau / Financial Governance	To provide financial support to the Central Credit Information Services Co., Ltd. to send Mr. Samma Kitsin, Managing Director, to attend the Second Consumer Credit Reporting World Conference held by the Associated Credit Bureau in U.S.	Better knowledge on credit bureaus	CCIS (Thai), CDIA (US)	The program was completed.
BMA – Thai BDC Partnership/ Financial Governance	To provide expert assistance form the Bond Market Association (TBMA) to hold the meetings with the Thai Bond Dealing Centre (Thai BDC) and the Thai regulators in the area of bond market development in Thailand. This is the first step of building the partnership between Thai DBC and TBMA.	To build the partnership between Thai BDC and TBMA	Thai BDC, TBMA (U.S.)	The trip has been completed
International Pension Exchange Program/ Financial Governance	To provide support to the US. experts from Pacific Pension Institute (PPI) to provide assistance to Government Pension Fund (GPF) of Thailand and to give a presentation at the "World Class Fund Management" conference held by GPF.	To educate GPF staff on pension fund management	GPF (Thai), PPI (U.S.)	The project was completed in May 2001.



Projects Approved for Funding

Small Grants

Project Name / Objective	Description	Objectives/ outcomes	Partners	Status
Secured Transaction Law Development and Implementation/ Legislative and Judicial Reforms	To provide financial Support to the Office of the Judiciary (OJ) to send Dr. Thammanoon Phitayaporn, to attend the International Colloquium on Secured Transactions to discuss the first preliminary draft Legislative Guide on Secured Transactions prepared by the Secretariat of the United Nations Commission on International Trade Law (UNCITRAL)	To share Thailand's views on Secured Transactions Law with international communities	OJ (Thai) UNCITRAL	Dr. Thammanoon attended the international Colloquium on Secured Transaction between March 20 – 22, 2002 in Vienna, Austria.
Thai Telecommunication Development/ International Competitiveness	Under BSOP support to the Post and Telegraph Department (PTD), the Communication Authority of Thailand (CAT) and the Telephone Organization of Thailand (TOT) sent the delegation to attend the "Southern Asian Telecommunications Regulatory Workshop" in Jakarta, Indonesia. In addition, the BSOP also has provided expert assistance to set up regulatory procedures for Thai National Telecommunications Commission (NTC).	To develop regulatory procedures for Thai NTC.	PTD (Thai), CAT (Thai), TOT (Thai), U.S. expert	The project was completed.
Bankruptcy Law Reform Project/ Legislative and Judicial Reforms	Mr. George M. Kelakos is to make his preliminary trip to Bangkok to discuss the American Bankruptcy Institute (ABI)'s technical assistance in the issues related to bankruptcy law reform with the Council of State (COS).	To promote bankruptcy law reform in Thailand	COS (Thai) ABI (U.S.)	Mr. George M. Kelakos, Co-Chair of International Committee, ABI, will travel to Bangkok to meet with COS in early April 2002.



Appendix B: BAAM Projects Approved for Funding

Large Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Strengthening of Sentinel Surveillance System for Antimalarial Drug Resistance in Thailand / Surveillance of MDR Malaria	<p>With the Malaria Division (MOPH) as focal point, the ADR surveillance network comprises malaria clinics under responsibility of regional Vector Borne Disease Control Offices 1-5, provincial and district community hospitals, and academic field research stations. Nine border provinces with high malaria incidence are selected as sentinel sites, i.e., Chiang Mai, Mae Hong Son, Tak, Kanchanaburi, Ranong, Ratchaburi, Ubon Ratchathani, Chanthaburi, and Trat. Main activities are:</p> <ol style="list-style-type: none"> 1. Training on in vivo therapeutic efficacy assessment and in vitro sensitivity study; 2. In vivo therapeutic efficacy assessment of the first line treatment regimens; 3. In vitro sensitivity study of the currently used antimalarial drugs; 4. Establishment of an information center for ADR network at the Malaria Division. 	<ol style="list-style-type: none"> 1. To establish a network of sentinel surveillance sites for monitoring antimalarial drug resistance in Thailand 2. To study the current situation of antimalarial drugs in Thailand both in vivo and in vitro 3. To strengthen the cooperation among sentinel sites in country and among neighboring countries towards sharing antimalarial drug resistance information 	<ul style="list-style-type: none"> • The Malaria Division • Provincial and district hospitals • Mahidol University • Sirirach Hospital • Thammasat University • The Royal Thai Armed Forces Research Institute for Medical Science • WHO 	<p>Initial training completed; sentinel surveillance by in vivo therapeutic efficacy study and in vitro sensitivity study of the currently used antimalarial drugs is on-going in 9 sentinel sites.</p> <p>Results of monitoring drug resistance in 2001-2002 were analyzed at a national seminar of the network from April 29-30, 2002 and guidelines for further monitoring and revision of drug regimens were recommended. The national malaria drug policy committee is revising manuals on treatment guidelines for physicians and health workers.</p>



BAAM Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Community-Based Malaria Control Along the Thai-Cambodia Border Through Civic Partnerships in Chantaburi and Trat Provinces / Health System Reform –Decentralized Response Strategies and Effective Partnership Models	The main concept of the project is to strengthen community involvement in malaria control and toward self-reliance in the long run through the process of standardized method of working for prevention, cure, and control, by community-based work to improve the potential of community and local agencies to address the malaria problem by themselves with support by related health personnel and other multi-disciplinary teams.	<ol style="list-style-type: none"> 1) To initiate malaria epidemiology information center in the community. 2) To improve prevention in high-risk groups. 3) To promote community participation in prevention and promote use of dipstick 4) To standardize malaria treatment in first 5 days. 5) To promote community participation to address malaria with support by government organizations at every level. 6) To build capacity of health personnel, including related health personnel from Cambodia border areas to create a network for communicable diseases control by communities . 	<ul style="list-style-type: none"> • , MOPH, VBDC, VDDUs • Chantaburi and Trat Provincial Public Health Offices • District Health Offices and Health Centers • Schools • High-risk groups • Village health volunteers • Government agencies • Community leaders 	<p>Financial management orientation conducted in December 2002.</p> <p>Project orientation sessions will be held in January 2003.</p>



BAAM Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Developing and producing dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection / Increased Access to Rapid Parasitological Diagnosis and Effective Treatment	<p>Preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies, followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both P. falciparum and non-P. falciparum.</p> <p>General objective: To locally produce a rapid, simplified, reliable and maximized sensitivity dipstick dye immunoassay utilizing dye particle-linked monoclonal antibody against pLDH and pGAPDH for detecting malaria antigens of falciparum and non-falciparum malaria in human blood by using our national resources.</p>	<ol style="list-style-type: none"> 1. To raise/characterize MABs against pLDH and pGAPDH, maximize test sensitivity, genetic diversity to the P. f. parasite population, and not react to non-malaria antigen. 2. To develop a rapid, simplified, sensitive, and specific dipstick assay to detect asexual erythrocytic stage of P.f. and non-P.f. 3. To increase sensitivity, aiming at 100% for densities of >100 parasites in four species. 4. To improve readability of tests (better signal intensity & avoidance of mix-ups). 5. To evaluate relative sensitivity/specificity of the antigen detection dipstick method for P. f. malaria field diagnosis compared to microscopy. 6. To set up a quality control system for sensitivity and specificity. 	<ol style="list-style-type: none"> 1. The Bureau of Vector-Borne Disease Control, Department of Disease Control, MOPH 2. National Institute of Health, Department of Medical Sciences, MOPH 	Dr. Pongwit Bualombai is conducting the research.



BAAM Projects Approved for Funding				
Large Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Partnerships for a School-based Approach to Community Action Against Malaria / Effective Partnership Models	<p>The project builds partnerships to develop a model for a school-based approach to community action against malaria as a key operational strategy for developing malaria knowledge, attitudes, skills and behavior necessary for community-based self-reliant action against malaria in highly endemic border. The model comprises the following key elements:</p> <ul style="list-style-type: none"> • A process for participatory learning and action against malaria by the school and community; • Use of case study approach on a whole school basis to study the local malaria situation and identify alternative solutions; • Use of life skills education methods to enhance the case study approach and develop/change behavior to prevent and reduce malaria; • Development of learning materials to support discovery learning; • Mobilization of communities for self-reliant action against malaria; • Provision of technical support to schools and communities; • Leveraging resources from local sub-district councils to support community malaria prevention and control plans and projects 	<ol style="list-style-type: none"> 1. To strengthen capacity of schools and teachers to facilitate participatory learning and action by students and communities to prevent and control malaria. 2. To raise awareness and mobilize community action to prevent and control malaria. 3. To set up an example of a working model with multi-sectoral organizations collaborating as equal stakeholders. 4. To build on lessons learned for expansion of coverage to other endemic border areas facing increasingly multi-drug resistant malaria. 	<ul style="list-style-type: none"> • Ministry of Education - Office of National Primary Education Commission: Office of Special Projects, Office of Supervision and Standards, Provincial Primary Education Commissions in Tak, Mae Hong Son, Chiang Mai, Chantaburi, Trat • Health Behavior Development Group, Malaria Division • Regional Disease Control Offices, Vector Borne Disease Control Centers and Units • The Life Skills Development Foundation • Rajabhat Institute Chiang Mai • Border Patrol Police 	<p>200 teachers, principals and education supervisors from 25 schools in 4 districts have been through 25 days of training in 5 workshops. Students completed in-depth community malaria situation assessments, analyzed alternative actions, and shared with community leaders in consultation workshops to reach consensus on action plans and projects for community-based malaria control in June-July 2002.</p> <p>Community projects began implementation in August 2002.</p> <p>A participatory process evaluation was conducted in August 2002. Proposal for Phase II was approved and subgrant awarded for expansion of coverage to a total of 40 schools in 5 provinces starting in October 2002.</p>



BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Thailand Roll Back Malaria Strategic Planning Workshop / Effective Partnership Models	<p>BAAM Project Coordinating Unit organized a multi-agency gathering of key stakeholders in malaria control. Working groups were held on strategies for joint efforts to control malaria with focus on border areas and multi-drug resistant malaria. Key themes were:</p> <ul style="list-style-type: none"> • Diagnosis, treatment, case management • Community/household prevention • Epidemiology, surveillance, mapping, GIS • Decentralization, health system reform, responsibilities, and processes for community participation • Staff capacity building and training methodologies • Participatory learning processes, and prototypes for action in target communities • International organizations/agencies and their contribution to Thailand Roll Back Malaria <p>The thematic working groups presented results in the form of recommended strategies, activities, support needed, and potential partner agencies for comments and plenary discussion.</p>	<ol style="list-style-type: none"> 1. To seek approaches and mechanisms for mutual cooperation for more successful malaria control. 2. To provide an opportunity for all stakeholders to present experience and share ideas to move toward formulation of key joint strategies for collaboration in systematically advancing as appropriate and necessary. 	<ul style="list-style-type: none"> • MOPH central, regional, provincial • Mahidol University • Thai and US AFRIMS • Royal Project Bureau • Royal Thai Army • Border Patrol Police • Hilltribe Welfare Division, Ministry of Labor • NESDB • ONPEC • The Life Skills Dev. Foundation • IMPECT • IRC • ACTMalaria • MSF • PATH Canada • UNICEF • WHO • USAID 	<p>Workshop completed in July 2000. Participants from the wide range of organizations involved in anti-malaria efforts were able to achieve consensus on strategies for rolling back malaria.</p> <ol style="list-style-type: none"> 1. Surveillance and response: epidemic preparedness, prevention and control 2. Early diagnosis, prompt and effective treatment 3. Household and community prevention 4. Health system reform and decentralization 5. Collaboration and coordination with equal partnerships among local implementing agencies <p>Strategies and potential partner agencies were compiled into a national framework for Roll Back Malaria in Thailand.</p>



BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Participatory action research planning workshop in Chantaburi Province / Effective Partnership Models	Following on focus group discussions conducted with more than 200 malaria high-risk villagers in Chantaburi Province, MOPH Vector Borne Disease Control Office No. 5 organized a planning workshop with local government officials, informal employers and high-risk forest-related occupation groups from Pong Nam Ron and Soi Dao Districts. Working groups provided input into formulation of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas.	<ol style="list-style-type: none"> 1. To review results of focus group discussions with malaria high-risk groups. 2. To generate input on interventions emphasizing self-reliance. 3. To identify collaborating partners and their potential roles. 	<ul style="list-style-type: none"> • , MOPH VBDONo. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Marines • School Principals and teachers • Informal employers • High-risk groups • Village health volunteers 	Workshop completed in August 2001. Input used to formulate action research proposal planned for funding in FY 2002.
Participatory action research planning workshops in Trat Province / Effective Partnership Models	MOPH Vector Borne Disease Control Office No. 5 organized two planning workshops in Trat Province, with local government officials, informal employers, subdistrict council members, and high-risk forest-related occupation groups from Bo Rai, Muang, and Klong Yai Districts. Working groups provided input into formulation	<ol style="list-style-type: none"> 4. To review results of focus group discussions with malaria high-risk groups. 5. To generate input on interventions emphasizing self-reliance. 6. To identify collaborating partners and their potential roles. 	<ul style="list-style-type: none"> • , MOPH VBDONo. 5, VBDC, VDDUs • Chantaburi Provincial Public Health Office • District Health Offices and Health Centers • Border Patrol Police • Royal Thai Army and Marines • School Principals and teachers • Informal employers • High-risk groups • Village health volunteers 	Workshops completed in November 2001. Input used to formulate action research proposal planned for funding in FY 2002.



	<p>of proposals for subgrants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas. These workshops were followed by consultations with key officials of Vector Borne Disease Control Office No. 5 on formulating a proposal for subgrant support from BAAM.</p>		volunteers	
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BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
USAID Roll Back Malaria Partners' Meeting: Informal Consultation on Monitoring Antimalarial Drug Quality and Use Practices / Surveillance of MDR Malaria	BAAM Project Coordinating Unit organized a series of meetings from September 12-14, 2001 for consultations on monitoring drug quality and use practices among representatives of USAID Roll Back Malaria partners in Thailand, Cambodia, the U.S.A, and WHO.	<ol style="list-style-type: none"> 1. To identify issues related to drug quality control; 2. To identify priority actions needed to initiate monitoring of drug use as components of sentinel surveillance; 3. To identify potential implementers in monitoring of drug quality and use practices; 4. To identify opportunities for technical cooperation needed to study and monitor drug quality and use practices. 	<ul style="list-style-type: none"> • USAID • WHO • Royal Thai Government Ministry of Public Health • Cambodian Ministry of Health • US Pharmacopeia • Management Sciences for Health • ACTMalaria • KIAAsia - BAAM PCU 	The consultation meetings are completed. The consultations resulted in identification of important issues and priority actions needed to initiate/implement study and monitoring of drug quality and drug use practices as integral components of sentinel surveillance of antimalarial drug resistance with a focus on Thailand and Cambodia.
Training of village health/malaria volunteers and sub-district council members / Health System Reform – Decentralized Response Strategies and Effective Partnership Models	BAAM Project Coordinating Unit collaborated with VBDO Nos. 1 and 2 to organize 2 training workshops for village health/malaria volunteers and sub-district council members on in-depth community malaria situation analysis; prevention, control and treatment of malaria; and coordinating planning for community action against malaria.	<ol style="list-style-type: none"> 1. To increase knowledge, attitudes and behavior related to malaria. 2. To understand analysis of risk and community malaria epidemiological situation. 3. To prepare for collaboration with schools in analyzing alternative actions and formulating community malaria action plans. 	<ul style="list-style-type: none"> • VBDO No. 1 and 2, VBDCs and VBDOs • Village health/malaria volunteers • Sub-district council members • Provincial Primary Education Offices • The Life Skills Development Foundation • BAAM PCU 	Training workshops were completed in February 2002. Volunteers and sub-district council members from communities served by 25 schools in 4 districts have increased knowledge about malaria, situation/risk analysis, and are prepared to collaborate in school-community malaria action planning workshops in July 2002.



BAAM Projects Approved for Funding				
Small Grants				
Project Name / Objective	Description	Objectives/ Outcomes	Partners	Status
Writeshop to summarize one year implementation of the Partnerships for a School-based Approach to Community Action Against Malaria Project / Effective Partnership Models	BAAM Project Coordinating Unit collaborated with the Special Projects Office of the Office of the National Primary Education Commission to organize a writeshop to summarize implementation at the whole-school level and at each grade level from kindergarten to grade 9 under the Partnerships for a School-based Approach to Community Action Against Malaria Project.	1. To summarize results of first year implementation including learning processes, curriculum linkages, and teaching plans.	<ul style="list-style-type: none"> • Special Projects Office of the Office of the National Primary Education Commission • Provincial and District Offices of Primary Education • The Life Skills Development Foundation • BAAM PCU 	Writeshop completed in April 2002. Representatives of 25 schools in 4 districts summarized implementation, learning processes, content, life skills, problems, and solutions.
Transfer of technology training on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies / Increased Access to Rapid Parasitological Diagnosis and Effective Treatment	Dr. Pongwit Bualombai of the Malaria Division was sent to the University of Manchester to participate in a short training course on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies. If this is successful, it will be followed by research and development to determine the feasibility of local production of dipstick dye immunoassays utilizing dye particle-linked monoclonal antibodies developed against pLDH and pGAPDH for malaria antigen detection of both <i>P. falciparum</i> and non- <i>P. falciparum</i> .	1. Transfer of technology on preparing and purifying pLDH and pGAPDH for raising monoclonal antibodies	<ul style="list-style-type: none"> • Malaria Division, Department of Communicable Disease Control, MOPH • National Institute of Health, Department of Medical Sciences, MOPH 	Dr. Pongwit Bualombai is undergoing training at the Department of Molecular Biology, University of Manchester, and will return in July.



Appendix C: BAC – Consulting Project Results Reports

BAC Assists a Wooden Toy Manufacturer Improve Production Efficiency

ACDI/VOCA Volunteer Expert, Lin Brown III, helps Wonderworld Products Co., Ltd. improve production efficiency.

Completion: March 29, 2002

BAC Consultants: Brian August and Wichai Saretawekul

Project Number: BAC01340

Client Company:

- *Wonderworld is a large SME that has about 600 employees.*
- *Their warehouse, factory and office cover 12,000 square meters*
- *The company has been in business for 16 years.*
- *Their annual sales are about 250 mil. baht (USD 5.5 mil.)*
- *90-95% of their sales is to Europe, Japan, Korea and the US.*

Volunteer Expert: Mr. Lin Brown III, a volunteer expert from ACDI/VOCA, has more than 20 years of experience in factory layout, production workflow, material handling and job shop process in the related wooden product industries.

Goals of the Project: Wonderworld was looking for assistance in the areas of factory layout, material handling and sawdust collection system (as a side project)

Wonderworld's factory is set up as a job shop with many different products going through the factory. The company feels they could improve throughput by having an expert help them with factory layout and material handling improvement. This would improve the time for work in progress, free up space for more orders and reduce cost.

Areas of Assistance: Due to limited time VE Brown and the company focused efforts on facility layout and process flow analysis. The objective was to organize the process to reduce material handling, improve working spaces and allow for growth.

Impact of BAC Assistance: The assigned working team has finished the new facility layout. By implementing VE Brown's recommendations, Wonderworld has been able to improve workflow layout that results in the reduction of labor utilization by 10-15 %. Production cycle times have been improved by 15 %. Work-in-process inventories have also been reduced by 10-15%. Employee safety, general house keeping and dust control have all seen improvement.

Notes: VE Brown reported: "My experience with Wonderworld was a pleasant one. They are a very special people making Thailand a very special place in our world. I hope to maintain

contact with their people for many years. I wish I could spend more time but can not afford being away from the office much more than two weeks a year."



Asia Garment Company Charts New Course

Completion Date: May 16, 2002
BAC Consultants: Brian August, Thana Techatasanasoontorn
Project Number: BAC01397

Asia Garment Company: A medium-sized garment company that produces jackets, pants, shirts, shorts, track suits, winter and ski wear as well as their own line of domestic labels. The company employs more than 900 people, and has annual sales of approximately US \$3 million. 90% of the company's business is represented by contract manufacturing, with the remaining 10% derived from the domestic sale of its brand name products.

Volunteer Advisor: Mr. Jack Wilner, a noted Consultant and Trainer specializing in Sales and Marketing as well as Employee Training Enhancement programs. Mr. Wilner has senior management experience with such firms as Blue Bell, Standard Knitting Mills, and Gem Dandy. Mr. Wilner has been involved with many overseas volunteer assignments through the IESC.

Goals of the Project: Assist the company with setting strategy and developing action plan to improve their competitive position by:

- Developing an overall business strategy to transform the company from contract-oriented manufacturing to more value-added branding activities
- Identify an action plan by which the company will shift its business focus, including marketing strategy, licensing strategy and research and development

Areas of BAC Assistance: Mr. Wilner visited the manufacturing facilities and thought they were excellent. He noted the problem of contract manufacturing orders going to lower labor cost countries. This problem is compounded by lack of marketing efforts for their own brands and products. He also noted a general lack of marketing, sales and negotiating skills among the sales and purchasing staff. During his time, Mr. Wilner focused his efforts on:

- Completed a business/marketing plan in conjunction with company senior management, this included a vision and mission statement,
- Conducted sales and negotiating training for all of the company's sales and purchasing staff,
- Facilitated a meeting with TESCO LOTUS to develop sales of their local brands.

Impact of BAC Assistance: The company achieved the following objectives from Mr. Wilner's visit:

- Developed a business plan and marketing strategy to guide their transformation from contract manufacturer to value-added branding and marketing.
- Formulated an action plan to ensure that their business plan is fully implemented.
- Trained staff in sales, purchasing and negotiating techniques.

C.I. Group
“Continuous Assignment in Thailand”

Completion: 12 June 2002
BAC Consultants: Harry Oei and Orawan Chandrangsue
Project Number: BAC01394

Client Company: Established in 1999, this privately owned manufacturer and exporter has ascended to one of Thailand’s top five producers of heating and cooling coils. They have annual sales of approximately US\$5 million and assets of US\$1 million. The firm employs about 270 people at their 150,000 square-meter manufacturing site in the greater Bangkok area. Their major sales are to local air-conditioner assembly plants of a number of international companies.

Volunteer Expert: Mr. Roland Ares, a Volunteer Expert from the International Executive Service Corps (IESC), is a registered Professional Engineer with extensive experience in the HVAC (Heating, Ventilation, Air-conditioning) field. Currently, he is the owner and operator of his own consulting firm, Ares Corp. in Missouri, USA. His past professional experience includes:

- Hussman Corp. – Vice President of Advanced Engineering; Director of Refrigeration Engineering
- A.H. Witt Co. – Chief Engineer; Sales Manager
- American Standard Corp. – Manager of Engineering; Manager of National Account Sales; Manager of Advanced Engineering

Goals of the Assignment: The client would like VE Ares to provide consultation in the following areas:

- New equipment modification and testing to produce prototype of a new refrigeration product, specifically in fin design, to enter new refrigeration markets; for example supermarkets,
- Design and construction of refrigeration testing room and development of testing procedures, and
- Business development with new key clients, such as Tesco Lotus, in order to secure orders for new refrigeration product.

Areas of assistance

- This project was a continuation of the consulting effort launched since 2001. (BAC00161: engineering a line of refrigeration units, identifying marketing improvements on current OEM coil line). Both of which were undertaken with the targeted goal of improving the company’s overall operating profit margin.

Impact of BAC Assistance

- The Company's spirit has had a noticeable uplifting during the last 12 months: To one of focused assertiveness. Facilities are being updated; there are management changes, advancements, new office hires, and more office and plant personnel training. This environment has made new product and process development a great deal easier.
- The development of related refrigerated products: Unit Cooler Units operating at freezer temperatures, Unit Cooler Units operating at walk-in cooler temperatures, and the system-connected Supermarket Condenser Units are each in their final stages of R & D refinement.
- The Company's continued business success in manufacturing its primary product line of OEM coils, which is currently undergoing some needed improvements, is being driven by some major equipment expenditures.
- Also the labor force training has paid-off in improving coil brazing methods, internal cleaning of coils to exceed exacting customer specs, and ramping-up for U.L. Labs' quarterly re-examination service; which will cover the Company's complete line of OEM coils.
- For marketing aspects: after building up relationship with the Hussman group, developing new product lines and getting new key clients such as Tesco Lotus, CI has been able to obtain several orders accounted for 10 % of their total sales. CI expects this relationship to grow further.
- CI is able to immediately reduce cost of procuring new equipment to produce prototypes of newly designed products.
- VE Ares helps CI to design a refrigeration testing room, which enhances the company's capability to test actual capacity of products produced. At the moment, CI is among a few heating and cooling coils companies in Thailand that has this facility. This can upgrade CI to the international level where the company can be sure about quality of the products.

All in all, CI group has benefited tremendously from VE Ares's contributions to the company.

BAC Introduces a Fast Food Pizza Expert to Pizza Today
IESC Volunteer, Timothy M. Davis, helps Pizza Today develop kiosk management

Completion: 25 May 2002
BAC Consultants: Nittaya Kanchanauthaisiri and Dusit Meksingvee
Project Number: BACMF01297

Client Company: PT sells ready-to-eat pizzas in the kiosk section of shopping malls such as Tesco Lotus Centers, The Mall and Carrefour. Since its first kiosk was set up in October 2001 the company has expanded rapidly to 55 Pizza Today kiosks at the end of 2002. Its products are pizzas with a variety of toppings, twisters (sausage wrapped with pizza bread), garlic bread, sandwiches, stuffed bun, and soft drink. The company has its own production facility. All the food are produced at the factory and frozen for delivery to the kiosks. In 2002, PT started to sell franchise of pizza kiosk operation.

Volunteer Expert: Mr. Timothy M. Davis has been in the fast food pizza business for 21 years. He developed three high volume pizza stores that carried food similar to PT. He is a hands-on operator of a chain of pizza stores. His long-term experience in building this successful business gives him the ability to deal with and solve the client's problems and desire for expansion.

Goals of the Project: PT is planning to open pizza kiosks in all major supermarkets throughout the country. The company wants to improve the current internal control system for the kiosk. The client desires an expert in fast food pizza business to investigate the current system and make suggestions in the following areas

- inventory control
- sales forecasting methodology
- effective layout
- training program for staff
- optimum number of staff per kiosk
- marketing strategy / expansion strategy
- logistics

Areas of Assistance: Mr. Timothy Davis observed the current kiosk systems of Pizza Today, including product delivery from the factory, storage in the kiosks, inventory control in each kiosk, quality control of the inventoried items, quality of the finished products, and the distribution system to the kiosks. The VE also observed and made recommendations on the appearance of the kiosks including product's and employee's appearance. He presented PT with a prioritized list of issues, in details, in the following areas:

1. Profitability
2. Details of all the operations
3. Training of the staff
4. Keeping the staff enthusiastic and involved
5. Growing with profitable ideas and asking customers' opinions
6. Developing a successful look to the kiosk

7. Maintaining high standards. No compromise

8. Maintaining control of the company

The VE pointed out some areas of operations that needed more control and made recommendations to the overall business of the company.

Impact of BAC Assistance: PT is now having systematic kiosk management in place that can be applied to all of its kiosks. In addition, the company can apply the system to franchise the business to interested investors. This helps PT to expand its kiosk outlets more efficiently and effectively.



BAC Introduces a Textile Marketing Expert to Thai Interknit Factory
IESC Volunteer Harris Johnson helps Thai Interknit Factory develop export marketing plan

Completion: 23 November 2001
BAC Consultants: Nittaya Kanchanauthaisiri and Dusit Meksingvee
Project Number: BACLT01317

Client Company: TIN is a knitted fabric manufacturer founded in 1988. The company employs 90 people and utilizes 43 knitting machines. Its products are made to order and sold to garment manufacturers who produce sportswear, active wear and baby wear. About 80% of its clients are garment exporters. TIN's yearly sales is in the range of Baht 170-200 million. The company wants to expand its client base to international markets. The first lot of products was exported to Indonesia in 2001.

Volunteer Expert: Mr. Harris Johnson has an extensive experience in the circular knitted fabric industry. He is a marketing expert with experience in over 20 countries worldwide. His career of 30 years in the textile industry consists of services with most prestigious names in the textile industry. He has had considerable experience in developing the planning and execution of programs aimed at upgrading management and marketing and formulating business plans.

Goals of the Project: TIN wants to expand its client base to international markets. The project is designed to educate TIN management about the global textile and garment market and develop a strategic international marketing plan. Key objectives include:

- Providing information about the global textile and garment markets, especially the circular knitted sector
- Suggesting current trends and client's needs for circular knitted products
- Identifying potential export markets for circular knitted products
- Educating TIN's management about exporting to the international markets
- Recommending new product development for circular knitting
- Identifying competitive factors in competing with other circular knitted manufacturers in the global market, including pricing structure in the international markets

Areas of Assistance: Mr. Harris Johnson performed an analysis of the company situation, domestic market position, clients' needs and SWOT analysis. He formulated an Export Plan that reflected the current conditions in which TIN was operating domestically. He developed the plan in cooperation with a TIN's joint team so that critical issues were addressed and resolved by the team. He presented to the company how to acquire information needed for exporting, and how to contact potential customers. He visited a foreign embassy and trade organizations with the team in order to provide them with on-the-job learning experience. A three-year strategic export plan was presented to the management. A series of actions to meet the export objectives were recommended.

Impact of BAC Assistance: The client is very impressed with the information and assistance that Mr. Johnson provides to them. The management has learned and understood more about the global textile and garment markets and export markets. With the three-year strategic export plan, TIN will be able to strategically expand its client base to international markets. In order to reach the goals set, the company will need to execute the export plan by following the step-by-step actions recommended.



BAC Introduces a Garment Production Efficiency Expert to VT Garments
IESC Volunteer, Peter Roman, helps VT Garments improve operational efficiency

Completion: 19 March 2002
BAC Consultants: Ron Shields and Duangrat Yaiphairoj
Project Number: BAC01388

Client Company: VTG is a garment manufacturer founded in 1981 with 100 sewing machines. VTG has grown such that its monthly capacity is now 240,000 pieces and has an annual turnover reaching 1,400 million Baht. VTG now employs over 2,000 workers with 1,500 sewing machines utilizing three locations. Originally exporting to Europe, VTG now exports to the USA (nearly 40%), Japan, and other countries. VTG currently serves several well-known international brands.

Volunteer Expert: Mr. Peter Roman has extensive experience in establishing Levi's production facilities all over the world, including Belgium, Mexico, Scotland, Argentina, Hong Kong, Macao, Australia, France, Hungary, Turkey, Israel, Greece, & Yugoslavia.

Goals of the Project: The client requested general advice on productivity improvement. VTG desired an expert from the garment industry to evaluate their current operations and make suggestions for improvement in the following areas:

- Bottlenecks
- Layout
- Staff
- Logistics
- Machinery
- Planning
- On-time percentage

The top priorities of the project were 1.) Capacity planning and control and 2.) Efficient material utilization and control. A specific example mentioned was the desire to improve on their on-time percentage.

Areas of Assistance: Due to the wide variety of items produced at VTG, a pilot line for a line of leisurewear pants was proposed and implemented with all necessary methods and control systems. The line was ergonomically designed to reduce inefficient processes and movements thus increasing productivity. This pilot line was utilized to prove its superiority over the existing lines, thus making future line improvements easier to implement. A complete set of methods and corresponding standards have been developed and introduced into the Pilot Line. A methods "Bible" has been created including workplace layout drawings and quality sketches.

Mr. Roman strongly recommended that VTG add more Supervisors. It was also recommended that a new position called Assistant (or "Utility Girl") be created. The creation of this position should help achieve the expected increase in production in a faster manner.

Overall the machine quality at VTG was already quite good. The following machine purchases were recommended:

- machine for bottom hemming
- inspection machine
- automatic trimmers for all safety stitch machines

Mr. Roman provided daily on-the-job training for the plant engineer. He was shown how to properly align a production line while assembling the pilot production line. The new layout provides space for “bundle trucks” and eliminates space for bulky boxes and containers currently used for storage and work-in-process.

A description of a production planning procedure was submitted to management.

Mr. Roman feels that certain styles should be channeled to VTG’s Lopburi plant to avoid splitting a product between 2 plants. Mr. Roman stressed having a reserve of at least 2 to 3 days of cut goods before each line, to avoid delays in starting the next cut. Especially important when logos are involved.

Current manual spreading techniques are not efficient. Mr. Roman recommended that VTG acquire a Manual Spreading Machine for use on all tables. He also introduced time controls through use of Cutting Room Control Card & Gum Sheets. He then offered advice to improve personnel in areas of numbering, spreading, and cutting (currently at 40%).

Mr. Roman taught the Manager of HR how to administer a Peg & Pin Board test and Coordination Charts to line workers. The tests were administered to the line staff of the pilot line and a report was composed. Approximately 30% failed the tests. Tests will be conducted for all line staff.

A complete “Bible” was compiled for future reference and most of the principals have been applied in the pilot line. These include:

Production Orders

Cutting Room Report

Fabric & Sundries Authorization Report

Mr. Roman taught VTG’s management about the following Quality Control Systems:

- In-Line Inspection
- Quality Assurance Systems
- Cutting Room Quality Control

All systems have been partially implemented and should be functional in the future.

Impact of BAC Assistance:

Mr. Roman feels that it will take a persistent effort to change operator habits and teach them the new methods. He feels that currently wasted time in the line amounts to 50% of production time. He feels that with steady effort the company could see a 100% increase in production.

VTG measures their internal efficiency using several criteria. Within a four month period after Mr. Roman completed the project the VTG efficiency percentage improved from 70.55% to 81.66%. Their ultimate goal is to reach 90% within another 4 months.

